

UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

PARALEGAL

AFSC 5J0X1

OSSN 2361

**OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION AND TRAINING COMMAND
1550 5TH STREET EAST
RANDOLPH AFB, TEXAS 78150-4449**

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PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the paralegal career ladder, Air Force Specialty Code (AFSC) 5J0X1. Authority for conducting occupational surveys is contained in AFI 36-2623. Copies of this report and pertinent computer printouts are distributed to the Air Force Functional Manager, the operations training locations, all major using commands, and other interested operations and training officials.

The survey instrument was developed by 1Lt Christopher Gilliam, Inventory Development Specialist, with computer programming support furnished by Mrs. Karen B. Tilghman. Ms. Dolores Navarro provided administrative support. Dr Burke Burright, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Roger W. Barnes, Chief, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Additional copies of this report can be obtained by writing AFOMS/OMYXI, 1550 5th Street East, Randolph AFB Texas 78150-4449, or by calling DSN 487-5543. For information on the Air Force occupational survey process or other on-going projects, visit our web site at <http://www.omsq.af.mil>.

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SUMMARY OF RESULTS

1. **Survey Coverage:** Members of the Paralegal (AFSC 5J0X1) career ladder were surveyed to obtain current task data for use in their examining training programs. Survey results are based on responses from 573 active duty members worldwide. All commands and paygrades are proportionally represented.

2. **Career Ladder Structure:** Structure analysis identified one cluster and five independent jobs: the Military Justice Cluster, the Claims Job, the Legal Services Job, the Supervision and Instruction Job, the Headquarters Staff Job, and the Defense Support Job. These jobs account for 94 percent of respondents, while the rest perform tasks and duties that did not place them within the main jobs of the ladder. The analysis of the cluster and jobs within the AFSC 5J0X1 career ladder structure indicates no big changes have occurred during the past 4 years. During this period, the Paralegal career field has not experienced major disruptions stemming from the introduction of a new technology, a major reengineering effort, or another external factor.

3. **Career Ladder Progression:** Active Duty skill-level analysis revealed a typical career progression pattern for members of the survey sample. Many entry-level members start out in the Claims Job. As members progress through the career ladder, they tend to spread out to the Legal Services Job, the Defense Support Job, and the Military Justice Cluster. Members begin to move into traditional management and supervisory roles at the 7-skill level and become focused on them at the 9-skill level.

4. **Training Analysis:**

- The analysis of the final draft STS found that it provided comprehensive coverage..
- The Judge Advocates School is currently revising the POI for the Paralegal Apprentice Course so that it will conform to the new STS. So, AFOMS had to carry out its POI analysis with the old POI for that Course. Many of the unsupported instructional objectives were in the Post Trial Administration block of the old POI.

5. **Job Satisfaction Analysis:** Most members of the Paralegal career field find their jobs interesting and highly satisfying. They see their jobs as putting their talents and training to good use.

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**OCCUPATIONAL SURVEY REPORT (OSR)
PARALEGAL CAREER LADDER
(AFSC 5J0X1)**

INTRODUCTION

This is a report on an occupational survey of the Paralegal career ladder, as conducted by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS). This survey provides current data for evaluating the effectiveness of training and for verifying changes in the career ladder and technical training materials. AFSC 5J0X1 personnel were last surveyed in February 1994.

According to the specialty summary in *AFMAN 36-2108 Airman Classification* (April 1999), Paralegals perform paraprofessional and legal research functions under the supervision of a judge advocate in connection with civil law, military justice, and claims activities. They manage and perform legal functions not prohibited by statute and the Lawyers' Manual on Professional Conduct. Paralegals supervise the administration of legal services and court-reporting activities.

Airmen enter AFSC 5J0X1 laterally from another career field. Initial 3-skill level training for AFSC 5J0X1 personnel is currently provided through course M3ALR5J031, Paralegal Apprentice, which is taught at Maxwell AFB, AL. This course lasts for 31 days. It offers training in legal office administration procedures, including legal research, legal assistance programs, and the law library. The course covers application of the Manual for Courts Martial. It also deals with Air Force policy and procedures in the administration of military justice and legal organizations and functions.

Entry into AFSC 5J0X1 requires an Armed Forces Vocational Aptitude Battery score of General 50 and the Strength and Stamina requirement of "G" (lifting weight of 40 lbs.).

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SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI), OSSN 2361, dated October 1998. A tentative task list was prepared after reviewing pertinent career ladder publications and directives and tasks from previous applicable OSRs. The preliminary task list was refined and validated through personal interviews with 33 subject-matter experts (SMEs) at the following locations:

| <u>BASE</u> | <u>REASON FOR VISIT</u> |
|-----------------|---|
| Maxwell AFB, AL | Technical Training School |
| Offutt AFB, NE | Example of large legal office. |
| MacDill AFB, FL | Example of smaller legal office. |
| Luke AFB, AZ | Major focus on environmental law. |
| Nellis AFB, NV | ACC base with major focus on operational law. |
| Hill AFB, UT | Focus on contract law. |

Others contacted included the Air Force career field manager, major command (MAJCOM) functional managers, and the AFPC classification representative. The resulting Job Inventory contained a comprehensive listing of 476 tasks grouped under 11 duty headings. It also included a background section requesting such information as job title, functional area, organizational level, and entrance means into the AFSC 5J0X1 career field. Also requested was information on grade, time in present job, time in service, time in career field, and job satisfaction indicators.

Survey Administration

From late November 1998 to mid-April 1999, training offices at operational bases worldwide administered the inventory to all eligible DAFSC 5J0X1 personnel. Members eligible for the survey consisted of the total assigned 5-, 7-, and 9-skill level population, excluding the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring within the time the inventories were administered to the field; and (4) personnel in their jobs less than 6 weeks. Participants were selected from a computer-generated mailing list obtained from personnel data tapes maintained by Air Force Personnel Center, Randolph AFB TX.

Each individual who completed the inventory first filled out an identification and biographical information section. Then, the respondents checked each task performed in their current jobs. After checking tasks performed, each individual rated the tasks checked on a 9-point scale

showing relative time spent on that task, compared to other tasks performed. The ratings ranged from 1 (very small amount of time spent) to 9 (very large amount of time spent).

To determine relative time spent for each task, all of the incumbent's ratings are assumed to account for 100 percent of time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100 to provide a relative percentage of time spent on each task.

Survey Sample

Selection criteria were utilized to ensure the survey sample reflected an accurate representation across MAJCOMs and paygrades. Table 1 reflects distribution in the survey sample by MAJCOM. Table 2 reflects the survey distribution by paygrade groups. As shown by both tables, the survey sample accurately reflects the overall populations of each career ladder.

TABLE 1

MAJCOM REPRESENTATION OF TOTAL SAMPLE

| <u>COMMAND</u> | <u>PERCENT OF ASSIGNED**</u> | <u>PERCENT OF SAMPLE</u> |
|-------------------------------|----------------------------------|------------------------------|
| ACC | 23 | 24 |
| AETC | 14 | 17 |
| PACAF | 13 | 11 |
| AMC | 11 | 9 |
| AFLSA | 10 | 6 |
| USAFE | 9 | 10 |
| OTHER* | 20 | 23 |
| TOTAL ASSIGNED | | 996 |
| TOTAL ELIGIBLE | | 890 |
| TOTAL IN SAMPLE | | 573 |
| PERCENT OF ASSIGNED IN SAMPLE | | 58% |
| PERCENT OF ELIGIBLE IN SAMPLE | | 64% |

* OTHER INCLUDES: AIA, AFMC, AFOSI, AFSOC, AFSPC, CENTCOM, PACOM

** As of November 1998

TABLE 2
PAYGRADE DISTRIBUTION OF SAMPLE

| <u>PAYGRADE</u> | <u>PERCENT OF ASSIGNED*</u> | <u>PERCENT OF SAMPLE</u> |
|-----------------|---------------------------------|------------------------------|
| E2 | 1 | 1 |
| E3 | 3 | 4 |
| E4 | 23 | 24 |
| E5 | 40 | 40 |
| E6 | 18 | 17 |
| E7 | 14 | 13 |
| E8 | 1 | 1 |

* As of November 1998

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 5J0X1 personnel (generally E-6 or E-7 craftsmen) also completed a second booklet for either task difficulty (TD) or training emphasis (TE). The TE and TD disks were processed separately from the JIs. This information is used in a number of analyses discussed in more detail within this report.

Training Emphasis (TE). Training emphasis is defined as the degree of emphasis that should be placed on each task during the structured training of first-enlistment personnel or first-job personnel for lateral career ladders, such as AFSC 5J0X1. Structured training is defined as resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. Twenty-nine experienced AFSC 5J0X1 AD NCOs rated the tasks in the inventory on a 9-point scale ranging from 1 (extremely low) to 9 (extremely high training emphasis). Interrater agreement for these 29 raters was acceptable. The average TE rating was 3.57, with a standard deviation of 1.62. Any task with a TE rating of 5.19 or above is considered to have a high TE.

Task Difficulty (TD). Task difficulty is defined as the amount of time needed to learn to perform each task satisfactorily. Forty-eight experienced AFSC 5J0X1 NCOs rated the difficulty of the tasks in the inventory using a 9-point scale ranging from 1 (extremely low difficulty) to 9 (extremely high difficulty). Interrater agreement among these respondents was extremely high. TD ratings are normally adjusted so tasks of average difficulty have a value of 5.00 and a standard deviation of 1.00. Any task with a difficulty of 6.00 or greater is considered to be difficult to learn.

When used in conjunction with the primary criterion of percent members performing, TD ratings can provide insight into first-enlistment or first job personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting Air Force Specialty entry-level jobs.

CAREER LADDER STRUCTURE

The first step in the analysis process is to identify the structure of the career ladder in terms of the jobs performed by the respondents. The Comprehensive Occupational Data Analysis Program (CODAP) assists by creating an individual job description for each respondent based on the tasks performed and relative amount of time spent on these tasks. The CODAP automated job clustering program then compares all the individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, CODAP either adds new members to this initial group or forms new groups based on the similarity of tasks and time spent ratings.

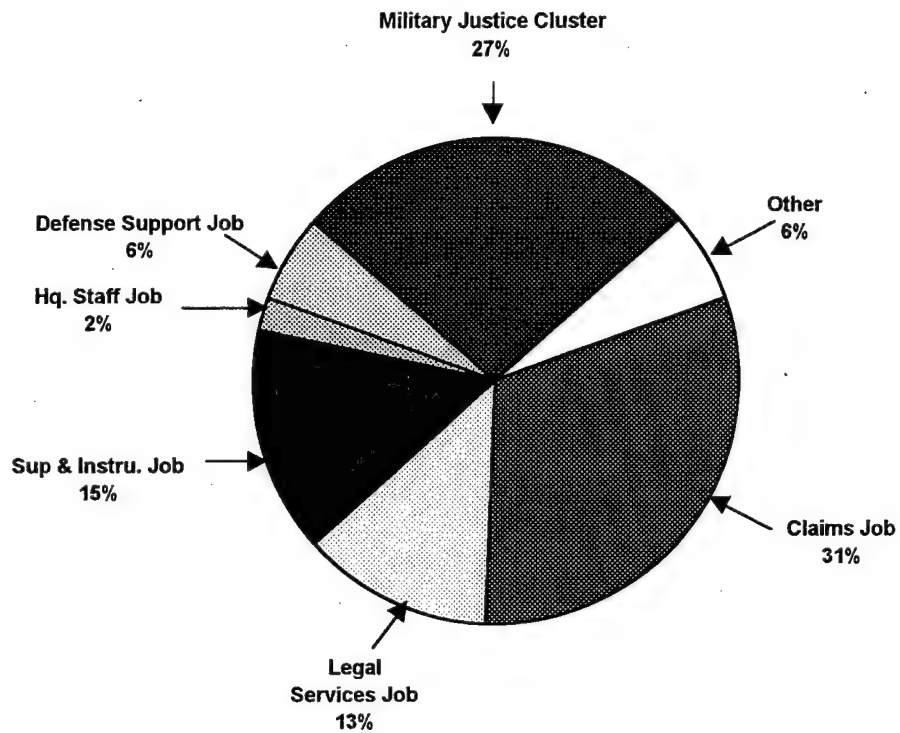
The basic group used in the hierarchical clustering process is the Job. When two or more jobs have a substantial degree of similarity in tasks performed and time spent on tasks, they are grouped together and identified as a Cluster. The job structure resulting from this grouping process (the various jobs within the career ladder) can be used to evaluate the changes that have occurred in the AFSCs over the past 5 years.

Overview of Specialty Jobs

Based on the analysis of tasks performed and the amount of time spent performing each task, one cluster and five stand-alone jobs were identified within the Paralegal career ladder. Figure 1 illustrates the jobs performed by AFSC 5J0X1 personnel. All basic duties revolve around resolving claims, preparing legal documents, and supporting military justice activities. Within the Military Justice Cluster, there are separate jobs distinguished by the time spent performing specific tasks. These separate jobs are the Article 15 Job, the Court Martial Arrangements Job, and the Court Martial Documents Job; they are discussed below in the cluster description.

FIGURE 1

**IDENTIFIED JOB STRUCTURE AND PERCENTAGES OF
TOTAL SURVEY SAMPLE**



**AFSC 5J0X1 PARALEGAL
JOB STRUCTURE**

A listing of the clusters and jobs is provided below. The stage (STG) number shown beside each title references computer-printed information; the letter "N" represents the number of personnel in each group.

- I. Military Justice Cluster (STG020, N=156)
 - A. Article 15 Job
 - B. Court Martial Arrangements Job
 - C. Court Martial Documents Job
- II. Claims Job (STG028, N=180)
- III. Legal Services Job (STG030, N=77)
- IV. Supervision and Instruction Job (STG032, N=85)
- V. Headquarters Staff Job (STG039, N=12)
- VI. Defense Support Job (STG036, N=33)

The respondents forming these groups account for 94 percent of the survey sample. The remaining 6 percent were performing tasks that did not group with any of the other defined jobs.

Group Descriptions

The following paragraphs contain brief descriptions of the cluster and five stand-alone jobs identified through the career ladder structure analysis. Appendix A provides lists of representative tasks performed by the identified cluster and jobs. Table 3 displays time spent on duties by Active Duty personnel in the career ladder cluster and jobs, while Table 4 provides demographic information for each cluster and job.

As AFSC 5J0X1 is a lateral AFSC, most personnel do not enter into it until after their first-enlistment. So, this analysis will focus on Time in Career Field (TICF) rather than the normal Total Active Federal Military Service (TAFMS).

Another way to illustrate these jobs is to summarize tasks performed into groups of Task Modules (TMs). This allows for a very concise display of where job incumbents spend most of their time and develops a comprehensive overview of each job. Each cluster/job description contains a display of related TMs. This display shows the number of tasks included in a module, the average percent time spent on that module, and an average percent of members performing the particular TM. These modules were identified through CODAP coperformance clustering, which calculates the probability that members who perform one task will also perform a second

task or group of related tasks. Representative TMs are listed as part of the job description. A complete list of TMs is presented in Appendix B.

I. MILITARY JUSTICE CLUSTER (STG020). The 156 members of the Military Justice Cluster represent the second largest group (27 percent) in the survey sample. They spend an average of 69 percent of their time performing tasks specifically related to military justice activities. Three jobs were identified in this cluster: the Article 15 Job, the Court Martial Arrangement Job, and the Court Martial Documents Job. Each job will be discussed below. Tasks that distinguish this cluster from the five stand-alone jobs below include the following:

| MILITARY JUSTICE CLUSTER | |
|-----------------------------------|---------|
| Number of members | 156 |
| Average number of tasks performed | 128 |
| Average time in present job | 1.5 yrs |
| Average time in career field | 4.7 yrs |
| Predominant paygrade | E-5 |

- Inputting Automated Military Justice Analysis and Management System (AMJAMS) data on computers
- Editing AMJAMS products
- Distributing court-martial orders
- Preparing or reviewing DD Forms 458 (Charge Sheet)
- Requesting reports on individual personnel (RIPs)
- Analyzing AMJAMS reports
- Preparing or reviewing Article 15, UCMJ, punishments
- Preparing or reviewing court-martial data sheets
- Preparing or reviewing court-martial convening orders

Representative TMs of this cluster include:

| TM | Module Title | No. of Tasks | Percent Time Spend | Percent Members Performing |
|------|------------------------|--------------|--------------------|----------------------------|
| 0016 | Court Martial | 74 | 39 | 67 |
| 0015 | Article 15 | 24 | 20 | 74 |
| 0001 | Administration | 10 | 6 | 60 |
| 0002 | Legal Documents | 9 | 4 | 60 |
| 0017 | Appeals Administration | 4 | 1 | 42 |

The TM data indicates that individuals in the court martial job cluster devote about 60 cent of their time to task modules clearly related to military justice.

Incumbents in this job have an average paygrade of E-5. Sixty-one percent of all the personnel in Military Justice Cluster have a 5J051 DAFSC while another 28 percent hold DAFSC 5J071. The remaining members hold DAFSCs of 5J031 (11 percent) and 5J091 (1 percent).

As noted above, this cluster contains three jobs: the Article 15 Job, the Court Martial Arrangement Job, and the Court Martial Documents Job. Although most of the members of the Military Justice Cluster indicated they perform tasks pertaining to a variety of different duties, these jobs warrant discussion on their own. A description of each follows:

A. Article 15 Job. The 27 members in this job spend 68 percent of their time performing tasks pertaining to military justice activities. Their job differs from the two other jobs in the Military Justice Cluster by the tasks that they perform. For example, personnel in the Article 15 Job perform tasks such as maintaining suspense logs for Article 15, obtaining Article 15 supportive evidence, reviewing completed Article 15 for administrative accuracy and legal sufficiency, and preparing or reviewing Article 15 actions. They perform an average of 59 tasks.

Tasks that distinguish this job from other jobs include the following:

- Reviewing completed Article 15 AMJAMS inputs
- Monitoring offenses to ensure timely initiation of Article 15 actions
- Processing Article 15 appeal actions
- Completing Article 15 processing checklist procedures
- Processing and distributing Article 15 Actions other than appeal actions

B. Court Martial Arrangements Job. The 122 members in this job focus their energies on making sure that everything and everyone are in place for courts martial. Like the members in the Article 15 Job, they devote slightly less than 70 percent of their time to military justice activities. However, they spread their time over many more tasks and focus on different ones. They perform an average of 147 tasks.

Tasks that distinguish this job from other jobs include the following:

- Verifying availability of court martial or board members
- Requesting witness fundings
- Notifying participants of courts martial or boards
- Serving records of trail on accused
- Procuring court-martial and board members
- Requesting military witnesses for courts martial
- Requesting records of prior disciplinary actions

C. Court Martial Document Job. Of the three jobs in the Military Justice Cluster, this one has the fewest members (7). They devote an even higher percentage (80 percent) of their time to military justice activities but focus on an average of only 59 tasks. Their tasks revolve more around preparing documents for courts martial rather than on making arrangements.

Tasks that distinguish this job from other jobs include the following:

- Preparing or reviewing supplementary court martial orders
- Preparing or reviewing court-martial promulgating orders

- Preparing or reviewing Staff Judge Advocate advice, reviews, and recommendations
- Preparing or reviewing Article 15 decision letters
- Preparing or reviewing DD Forms 458 (Charge Sheet)

II. CLAIMS JOB (STG0287). The 180 members of the Claims Job represent the largest group (31 percent) in the survey sample. They spend almost 70 percent of their time performing tasks related to Air Force claims activities. The tasks performed by members of this group indicate they conduct the processes by which claims are made and adjudicated. Tasks that distinguish this job include:

| CLAIMS JOB | |
|-----------------------------------|---------|
| Number of members | 180 |
| Average number of tasks performed | 82 |
| Average time in present job | 1.4 yrs |
| Average time in career field | 3.7yrs |
| Predominant paygrade | E-5 |

- Conducting claims inspections
- Adjudicating claims
- Assembling claims files
- Conducting claims briefings for potential claimants
- Transferring claims using AFCIMS
- Verifying that client is proper claimant
- Preparing vouchers for payment of claims

Representative TMs of this job include:

| TM | Module Title | No. of Tasks | Percent Time Spent | Percent Members Performing |
|------|----------------------------|--------------|--------------------|----------------------------|
| 0009 | Claims Processing | 37 | 49 | 85 |
| 0001 | Administrative | 10 | 7 | 59 |
| 0007 | Supervision and Management | 43 | 7 | 17 |
| 0002 | Legal Documents | 9 | 6 | 60 |
| 0010 | Claims Process Management | 5 | 5 | 71 |
| 0011 | Claims Investigation | 6 | 4 | 62 |
| 0012 | Government Claims | 4 | 1 | 40 |
| 0013 | Personnel Injury Claims | 7 | 1 | 22 |

These data show the emphasis of this job is focused on claims investigation and processing. Members of the Claims Job are spending at least 60 percent of their time performing tasks in claims related TMs.

Respondents holding this job have an average paygrade of E-5. They also average almost 4 years in the Paralegal career field. Twenty-one percent of the members in this group indicate

having a DAFSC of 5J071 while 61 percent hold a DAFSC of 5J051 and 18 percent hold a DAFSC of 5J031.

III. LEGAL SERVICES JOB (STG030). The 77 incumbents indicate spending 44 percent of their time in civil law activities and another 38 percent on general paralegal activities. Much of their time is devoted to preparing powers of attorney and wills. They also schedule appointments and notarize documents. Members in the Legal Services Job perform an average of 49 tasks. Tasks that distinguish this job include:

| LEGAL SERVICES JOB | |
|-----------------------------------|---------|
| Number of members | 77 |
| Average number of tasks performed | 49 |
| Average time in present job | 1.5 yrs |
| Average time in career field | 5.5 yrs |
| Predominant paygrade | E-6 |

- Assisting in preparation of legal assistance cards
- Briefing clients on powers of attorney
- Preparing and reviewing powers of attorney
- Conducting will executions
- Verifying eligibility of clients for legal assistance
- Witnessing execution of wills
- Referring clients to other supportive agencies
- Maintaining notary logs

Representative TMs of this cluster include:

| TM | Module Title | No. of Tasks | Percent Time Spent | Percent Members Performing |
|------|----------------------------|--------------|--------------------|----------------------------|
| 0002 | Legal Documents | 9 | 24 | 92 |
| 0007 | Administration | 10 | 17 | 73 |
| 0007 | Supervision and Management | 43 | 9 | 15 |
| 0004 | Tax Preparation | 4 | 4 | 43 |
| 0003 | Law Library | 7 | 4 | 39 |
| 0005 | Preventive Law | 3 | 2 | 35 |
| 0006 | Equipment and Supplies | 7 | 2 | 22 |

As shown by the above data, members in the Legal Services spend much of their job time performing tasks in the modules that involving legal documents and tax returns.

Incumbents have a predominant paygrade of E-6 and average 5½ years in the career field. Seventy-four percent of the members in this group indicate having a DAFSC of 5J051 while 6 percent hold a DAFSC of 5J031 and 19 percent hold a DAFSC of 5J071.

IV. SUPERVISION AND INSTRUCTION JOB (STG032). With a predominant paygrade of E-7 and an average of just over 11 years in the Paralegal career field, the 85 members in the Supervision and Instruction Job constitute one of the senior groups in the survey sample. Many of these individuals are Law Office Managers and Law Office NCOICs. They also include circuit court administrators and instructors at the Judge Advocates School. The members in this job spend 38 percent of their time performing management and supervisory activities and 15 percent of their time performing training activities.

| SUPERVISION AND INSTRUCTION JOB | |
|--|----------|
| Number of members | 85 |
| Average number of tasks performed | 107 |
| Average time in present job | 2.2 yrs |
| Average time in career field | 11.1 yrs |
| Predominant paygrade | E-7 |

The tasks that distinguish this Job are those of the first line supervisor and technical trainer. They include the following:

- Writing recommendations for awards or decorations
- Evaluating personnel for promotion, demotion, reclassification, or special awards
- Writing or indorsing military performance reports
- Counseling subordinates concerning personal matters
- Assigning personnel to work areas or duty positions
- Establishing performance standards for subordinates
- Interpreting policies, directives, or procedures of subordinates
- Conducting supervisory orientations for newly assigned personnel

Representative TMs for this cluster include:

| TM | Module Title | No. of Tasks | Percent Time Spent | Percent Members Performing |
|------|----------------------------|--------------|--------------------|----------------------------|
| 0007 | Supervision and Management | 43 | 41 | 83 |
| 0001 | Administration | 10 | 9 | 77 |
| 0008 | Training | 12 | 7 | 48 |
| 0006 | Equipment and Supplies | 7 | 5 | 66 |
| 0002 | Legal Documents | 9 | 4 | 58 |
| 0010 | Claims Process Management | 5 | 1 | 22 |

As shown by the above data, members in the Supervision and Instruction Job spend half their time in supervision, management, and training task modules.

V. HEADQUARTERS STAFF JOB (ST039). With only 12 members, the Headquarters Staff Job is by far the smallest of the cluster and jobs; they represent only 2 percent of the entire sample. All but one member of this group is assigned to a position on a headquarters staff. While holding fairly high ranks, individuals in this job spend much of their time performing general paralegal and administrative activities. They spend a great deal of time processing incoming and outgoing mail, retrieving data from computer systems, maintaining administrative files, and maintaining computer systems.

| HEADQUARTERS STAFF JOB | |
|-----------------------------------|---------|
| Number of members | 12 |
| Average number of tasks performed | 50 |
| Average time in present job | 1.2 yrs |
| Average time in career field | 8 yrs |
| Predominant paygrade | E-5 |

Tasks that distinguish this job from the other jobs and clusters include the following:

- Evaluating serviceability of equipment, tools, parts, or supplies
- Establishing law library publication checkout procedures
- Logging in or suspending incoming correspondence
- Issuing or logging turn-ins of equipment, tools, parts, or supplies
- Posting changes to publications
- Hand-carrying priority communications or documents to internal action officers.
- Establishing reading files

Representative TMs for this cluster include:

| TM | Module Title | No. of Tasks | Percent Time Spent | Percent Members Performing |
|------|------------------------|--------------------|--------------------------|----------------------------------|
| 0001 | Administration | 10 | 22 | 78 |
| 0006 | Equipment and Supplies | 7 | 12 | 80 |
| 0003 | Law Library | 7 | 7 | 69 |
| 0014 | Security | 4 | 3 | 40 |

As can be seen from the above table, this job involves a range of support functions within Judge Advocate activities at the HQ level.

Sixty-seven percent of the incumbents in the HQ Staff Job hold DAFSC 5J071 and another 10 percent indicate holding DAFSC 5J091. The remaining 25 percent of members hold DAFSC 5J051.

VI. DEFENSE SUPPORT JOB (STG036). The 33 members in the Defense Support Job spend a quarter of their time performing tasks specifically related to defense paralegal activities. Moreover, since most are assigned to offices dedicated solely to defending accused members, much of their general paralegal activities support defense activities. Members in the Defense Support Job devote almost 39 percent of their time to general paralegal activities. Members in this job perform an average of 82 tasks. Most hold a paygrade of E-5. Eighty-seven percent of the personnel in this job hold a DAFSC of 5J051, while 10 percent hold DAFSC 5J071, and 3 percent hold DAFSC 5J031. They have been in the Paralegal career field an average of almost 5 years.

| DEFENSE SUPPORT JOB | |
|-----------------------------------|--------|
| Number of members | 33 |
| Average number of tasks performed | 82 |
| Average time in present job | 0.9 yr |
| Average time in career field | 4.8yrs |
| Predominant paygrade | E-5 |

Tasks that distinguish this job from the others include the following:

- Preparing or reviewing client statements
- Preparing or reviewing client responses for discharge actions
- Scheduling client appointments
- Maintaining defense counsel case dockets
- Establishing eligibility of clients for defense services
- Preparing or reviewing client assistance records
- Preparing or reviewing requests for delay action.
- Preparing or reviewing defense paralegal (DP) training reports
- Preparing or reviewing DD Forms 1722
- Conducting witness interviews
- Preparing or reviewing requests for individual military defense counsel

Representative TMs for this job include:

| TM | Module Title | No. of Tasks | Percent Time Spent | Percent Members Performing |
|------|------------------------|--------------------|--------------------------|----------------------------------|
| 0001 | Administration | 10 | 15 | 91 |
| 0018 | Defense Support | 8 | 11 | 78 |
| 0006 | Equipment and Supplies | 7 | 6 | 76 |
| 0019 | Defense Appeals | 6 | 4 | 65 |
| 0003 | Law Library | 7 | 4 | 82 |

Members in the Defense Support Job perform tasks in TMs that reflect their assignments in small, highly specialized law offices.

Comparison of Current Group Descriptions to Previous Study

We can compare the Paralegal career ladder structure identified above with the one identified in the previous Paralegal OSR, which was dated August 1995. The results are in Table 5.

Except for the small HQ Staff Job, there is a one-for-one correspondence between the clusters/jobs identified in this study and the ones identified in the 1995 study. Such stability suggests that the Paralegal career field has not experienced major disruptions stemming from the introduction of a new technology, a major reengineering effort, or another external factor.

The Military Justice Cluster, the Claims Jobs, and the Defense Support Job have maintained their same proportional sizes relative to their 1995 counterparts.

The Legal Services Job has increased in relative importance while the Supervision and Instruction Job has declined in relative size. This suggests that the Paralegal career field might have found ways to shift some of its human resources from "overhead" management and supervision functions to front-line service functions.

The HQ Staff Job may represent the reemergence of a small job identified in the 1989 Report--the Executive Support Personnel Job.

Summary

In summary, the structure analysis identified one cluster and five jobs: the Military Justice Cluster, the Claims Job, the Legal Services Job, the Supervision and Instruction Job, the HQ Staff Job, and the Defense Support Job. Analysis reveals the Paralegal career ladder to be relatively stable, with the core work being centered around military justice and claims processing. Providing legal services to the Air Force community is taking a larger fraction of the career field's human resources.

TABLE 3

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

| DUTIES | MILITARY JUSTICE CLUSTER (STG020) | CLAIMS JOB (STG028) | LEGAL SERVICES JOB (STG030) | SUPV. AND INSTRUCT JOB (STG032) | HQ STAFF JOB (STG037) | DEFENSE SUPPORT JOB (STG036) |
|---|--|---------------------------|--------------------------------------|---|--------------------------------|---------------------------------------|
| | | | | | | |
| A PERFORMING GENERAL PARALEGAL ACTIVITIES | 12 | 13 | 38 | 21 | 54 | 39 |
| B PERFORMING CIVIL LAW ACTIVITIES | 6 | 7 | 44 | 7 | 7 | 4 |
| C PERFORMING MILITARY JUSTICE ACTIVITIES | 69 | * | * | 10 | 6 | 12 |
| D PERFORMING DEFENSE PARALEGAL ACTIVITIES | 3 | * | 1 | 1 | * | 25 |
| E PERFORMING COURT REPORTING ACTIVITIES | 3 | * | * | * | * | 3 |
| F PERFORMING AIR FORCE CLAIMS ACTIVITIES | 1 | 69 | 1 | 3 | * | * |
| G PERFORMING INTERNATIONAL AND OPERATIONAL LAW | * | * | * | * | * | * |
| H PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES | 3 | 6 | 8 | 38 | 13 | 9 |
| I PERFORMING TRAINING ACTIVITIES | 1 | 3 | 4 | 15 | * | 1 |
| J PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES | * | 1 | 1 | * | 11 | 3 |
| K PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES | * | * | 1 | 3 | 7 | 3 |

* Indicates less than 1 percent

TABLE 4

SELECTED BACKGROUND DATA FOR CAREER LADDER JOBS

| | MILITARY JUSTICE CLUSTER (STG020) | CLAIMS JOB (STG028) | LEGAL SERVICES JOB (STG030) | SUPV. AND INSTRUCT JOB (STG032) | HQ STAFF JOB (STG037) | DEFENSE SUPPORT JOB (STG036) |
|-----------------------------------|--|---------------------------|--------------------------------------|---|--------------------------------|---------------------------------------|
| TOTAL NUMBER IN GROUP | 156 | 180 | 77 | 85 | 12 | 33 |
| <u>DAFSC DISTRIBUTION</u> | | | | | | |
| 5J031 | 11% | 18% | 6% | 1% | 0% | 3% |
| 5J051 | 60% | 61% | 75% | 7% | 25% | 87% |
| 5J071 | 28% | 21% | 19% | 66% | 67% | 10% |
| 5J091 | 1% | 0% | 0% | 26% | 8% | 0% |
| <u>PAYGRADE DISTRIBUTION</u> | | | | | | |
| E1 - E-4 | 30% | 42% | 3% | 0% | 8% | 16% |
| E-5 | 48% | 43% | 30% | 7% | 42% | 71% |
| E-6 | 18% | 11% | 42% | 20% | 25% | 10% |
| E-7 | 4% | 4% | 22% | 65% | 25% | 3% |
| E-8 | 0% | 0% | 3% | 8% | 0% | 0% |
| E-9 | 0% | 0% | 0% | 0% | 0% | 0% |
| AVERAGE NUMBER OF TASKS PERFORMED | 128 | 82 | 49 | 107 | 50 | 82 |

TABLE 5

SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1993 SURVEY

| <u>CURRENT SURVEY (N=573)</u> | <u>PERCENT OF SAMPLE</u> | <u>1995 SURVEY (N= 567)</u> | <u>PERCENT OF SAMPLE</u> |
|---------------------------------|------------------------------|-----------------------------|------------------------------|
| MILITARY JUSTICE CLUSTER | 27 | MILITARY JUSTICE CLUSTER | 25 |
| CLAIMS JOB | 31 | CLAIMS CLUSTER | 32 |
| LEGAL SERVICES JOB | 13 | CIVIL AND GENERAL LAW JOB | 4 |
| SUPERVISION AND INSTRUCTION JOB | 15 | LAW OFFICE MANAGER JOB | 23 |
| HQ STAFF JOB | 2 | | |
| DEFENSE SUPPORT JOB | 6 | DEFENSE PARALEGAL | 8 |
| NOT GROUPED | 6 | NOT GROUPED | 8 |

SKILL AND EXPERIENCE ANALYSIS

Analysis of DAFSC Groups

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. DAFSC analysis examines differences in tasks performed between skill levels. This information may then be used to evaluate how well career ladder documents, such as AFMAN 36-2108 *Airman Classifications*, reflect what career ladder personnel are actually doing in the field.

The distribution of AFSC 5J0X1 skill-level groups across the career ladder cluster and jobs is displayed in Table 6. As can be seen, many DAFSC 5J031's and 5J051's work in the Claims Job, but as personnel progress through the career ladder, they tend to spread out to the Legal Services Job, the Defense Support Job, and the Military Justice Cluster. They begin to move into traditional management and supervisory roles at the 7-skill level and are focused on them at the 9-skill level.

Table 7 offers a different perspective by displaying the relative percent time spent on each duty across skill-level groups. As expected, 5-skill level personnel have little to do with management and supervisory activities (Duty H). As seen in Table 7, members at the 5-skill level devote most of their time to four activities: general paralegal activities, civil law activities, military justice activities, and claims activities. These activities represent the essence of the jobs being performed by members of the Paralegal AFSC. At the 7-skill level, members begin to take on management and supervision duties while continuing to devote important fractions of their time to the other four areas. Nine-skill level personnel continue to devote significant amounts of their time to general paralegal activities while focusing on management and supervisory activities and on training activities. Paralegals devote little time to court reporting and to international and operational law activities.

Descriptions and Comparisons of Skill-Level Groups

DAFSC 5J031. Table 8 shows the top tasks these 57 DAFSC 5J031 personnel are performing. It reflects their heavy involvement in claims activities. Table 8 also shows widespread involvement in the general operations of Air Force legal offices and in executing legal documents by personnel at the 3-skill level.

DAFSC 5J051. Five-skill level members comprise the largest group in this career ladder. Five-skill level members are concentrated in Claims Job (110 members) and the Military Justice Cluster (95 members) (see Table 6). Table 7 indicates that 26 percent of their time is being spent on task performance in claims activities, 23 percent on military justice activities, 22 percent in general paralegal activities, and another 11 percent on civilian law activities. Representative tasks for these incumbents are listed in Table 9. A comparison of 5-skill level personnel with 3-skill level personnel shows that 5-skill personnel are somewhat less involved in claims processing. They are more focused on general paralegal activities and civilian law (see Table 10).

DAFSC 5J071. Seven-skill level personnel perform an average of 109 tasks--the largest number performed by any skill level group. Like their 5-skill level counterparts, members of this group are in every cluster and job identified in the analysis. Table 6 shows the largest number of 7-skill level personnel can be found in the Supervision and Instruction Job (56 members). As can be seen in Table 7, members of this group divide 60 percent of their time evenly among three duty areas: general paralegal activities, military justice activities, and management and supervisory activities. Table 11 also shows the widespread involvement of this group in general paralegal activities and in management and supervisory activities. What differentiates 7-skill level personnel from 5-skill level personnel is the former's assumption of management, supervisory, and training responsibilities (see Table 12).

DAFSC 5J091. The 25 members in the 9-skill level group perform an average of 95 tasks (the second largest performed by any skill-level group. As one can see in Table 6, the vast preponderance (22 of 25 members) of 5J091's are in the Supervisory and Instruction Job. Table 13 shows that these senior people all perform high-level leadership, personnel, and management tasks. A higher number of 9-skill level personnel indicate performing tasks such as initiating personnel action requests; planning layouts of facilities; and establishing procedures for accountability of equipment, tools, parts, and supplies, than do their 7-skill level counterparts (see Table 14).

TABLE 6

DISTRIBUTION OF AFSC 5J0X1 AD SKILL-LEVEL
MEMBERS ACROSS CAREER LADDER JOBS

| <u>JOB</u> | <u>5J031</u> <u>(N=57)</u> | <u>5J051</u> <u>(N=319)</u> | <u>5J071</u> <u>(N=172)</u> | <u>5J091</u> <u>(N=25)</u> |
|---------------------------------|-------------------------------|--------------------------------|--------------------------------|-------------------------------|
| CLAIMS JOB | 32 | 110 | 38 | 0 |
| LEGAL SERVICES JOB | 5 | 57 | 15 | 0 |
| SUPERVISION AND INSTRUCTION JOB | 1 | 6 | 56 | 22 |
| HQ STAFF JOB | 0 | 3 | 8 | 1 |
| DEFENSE SUPPORT JOB | 1 | 27 | 3 | 0 |
| MILITARY JUSTICE CLUSTER | 17 | 95 | 43 | 1 |
| NOT GROUPED | 1 | 21 | 9 | 1 |

TABLE 7

TIME SPENT ON DUTIES BY MEMBERS OF AFSC 5J0X1 AD
SKILL-LEVEL GROUPS
(RELATIVE PERCENT OF JOB TIME)

| DUTIES | DAFSC 5J031 (N=57) | DAFSC 5J051 (N=319) | DAFSC 5J071 (N=172) | DAFSC 5J091 (N=25) |
|---|--------------------------|---------------------------|---------------------------|--------------------------|
| A PERFORMING GENERAL PARALEGAL ACTIVITIES | 14 | 22 | 20 | 23 |
| B PERFORMING CIVIL LAW ACTIVITIES | 10 | 14 | 10 | 6 |
| C PERFORMING MILITARY JUSTICE ACTIVITIES | 24 | 23 | 20 | 9 |
| D PERFORMING DEFENSE PARALEGAL ACTIVITIES | 2 | 4 | 2 | * |
| E PERFORMING COURT REPORTING ACTIVITIES | * | 1 | * | * |
| F PERFORMING AIR FORCE CLAIMS ACTIVITIES | 44 | 26 | 15 | 1 |
| G PERFORMING INTERNATIONAL AND OPERATIONAL LAW ACTIVITIES | * | * | * | * |
| H PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES | 2 | 5 | 20 | 41 |
| I PERFORMING TRAINING ACTIVITIES | * | 3 | 8 | 14 |
| J PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES | * | * | 2 | 2 |
| K PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES | * | * | 2 | 3 |

* Indicates less than 1 percent

TABLE 8

REPRESENT TASKS PERFORMED BY DAFSC 5J031 PERSONNEL

| TASKS | | PERCENT MEMBERS PERFORMING (N=57) |
|-------|--|--|
| A0043 | Retrieve data using computers | 74 |
| B0097 | Witness signing of legal documents | 67 |
| B0096 | Witness execution of wills | 67 |
| A0006 | Compose or type administrative correspondence | 63 |
| A0046 | Schedule office appointments | 61 |
| F0320 | Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery) | 58 |
| F0292 | Brief claimants on claims filing procedures | 58 |
| F0347 | Process personnel claims, other than for clothing | 58 |
| F0318 | Prepare claims labels | 58 |
| F0294 | Conduct claims inspections | 58 |
| A0023 | Maintain administrative files | 58 |
| F0362 | Transfer claims using AFCIMS | 58 |
| A0040 | Refer clients to other supportive agencies | 58 |
| F0303 | Input data into Armed Forces Claims Information Management System (AFCIMS) | 56 |
| F0287 | Assemble claims files | 56 |
| F0289 | Assert carrier recovery claims | 56 |
| F0363 | Verify that client is proper claimant | 56 |
| F0293 | Conduct claims briefings for potential claimants | 54 |
| F0317 | Prepare claims inspection memorandums | 54 |
| F0311 | Perform follow-up actions on personnel claims | 54 |
| F0327 | Prepare vouchers for payment of claims | 54 |
| F0308 | Perform follow-up actions on carrier recovery claims | 53 |
| F0348 | Process personnel clothing claims | 53 |
| F0314 | Prepare carrier recovery claims for set offs | 51 |
| B0052 | Brief clients on powers of attorney | 51 |
| F0339 | Process claims payment vouchers | 47 |
| F0315 | Prepare claimant instruction packets | 47 |
| F0336 | Process carrier recovery claims for settlements | 47 |
| A0044 | Review suspense dates | 46 |

Average Number of Tasks Performed: 74

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY 5J051 AD PERSONNEL

| TASKS | PERCENT MEMBERS PERFORMING (N=319) |
|--|---|
| A0043 Retrieve data using computers | 82 |
| A0006 Compose or type administrative correspondence | 77 |
| B0096 Witness execution of wills | 71 |
| B0097 Witness signing of legal documents | 70 |
| B0061 Notarize documents | 67 |
| B0060 Maintain notary logs | 67 |
| A0023 Maintain administrative files | 66 |
| A0040 Refer clients to other supportive agencies | 66 |
| B0052 Brief clients on powers of attorney | 63 |
| B0076 Prepare or review powers of attorney | 62 |
| A0037 Process incoming or outgoing electronic mail | 61 |
| A0048 Sort and distribute incoming mail | 61 |
| A0046 Schedule office appointments | 60 |
| A0047 Search directives, files, or legal references for information, such as opinions or decisions | 55 |
| A0005 Compile statistical data | 55 |
| A0044 Review suspense dates | 54 |
| B0051 Assist in preparation of legal assistance cards | 54 |
| B0095 Verify eligibility of clients for legal assistance | 53 |
| A0042 Request information from Federal Legal Information Through Electronics (FLITE) System | 50 |
| B0057 Conduct will executions | 45 |
| F0363 Verify that client is proper claimant | 42 |
| F0284 Adjudicate claims | 39 |
| F0287 Assemble claims files | 39 |
| F0292 Brief claimants on claims filing procedures | 38 |
| F0293 Conduct claims briefings for potential claimants | 37 |
| F0294 Conduct claims inspections | 37 |
| F0303 Input data into Armed Forces Claims Information Management System (AFCIMS) | 36 |
| F0289 Assert carrier recovery claims | 36 |
| F0320 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery) | 36 |

Average Number of Tasks Performed: 83

TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD DAFSC 5J031 AND DAFSC 5J051 PERSONNEL

| TASKS | DAFSC 5J031 (N=57) | DAFSC 5J051 (N=319) | DIFFERENCE |
|---|-----------------------|------------------------|------------|
| F0347 Process personnel claims, other than for clothing | 58 | 34 | 24 |
| F0332 Prepare or review settlement agreements | 46 | 23 | 23 |
| F0362 Transfer claims using AFCIMS | 58 | 35 | 22 |
| F0320 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery) | 58 | 36 | 22 |
| F0348 Process personnel clothing claims | 53 | 31 | 22 |
| F0318 Prepare claims labels | 58 | 37 | 21 |
| F0357 Review direct procurement method (DPM) contracts | 33 | 13 | 21 |
| F0294 Conduct claims inspections | 58 | 37 | 21 |
| F0303 Input data into Armed Forces Claims Information Management System (AFCIMS) | 56 | 36 | 20 |
| F0306 Negotiate claims settlements | 42 | 22 | 20 |
| B0061 Notarize documents | 40 | 67 | -27 |
| B0060 Maintain notary logs | 44 | 67 | -24 |
| A0042 Request information from Federal Legal Information Through Electronics (FLITE) System | 28 | 50 | -22 |
| A0037 Process incoming or outgoing electronic mail | 39 | 61 | -22 |
| A0027 Order equipment, supplies, forms, or publications | 11 | 31 | -21 |
| A0049 Update law library shelf-list cards | 9 | 29 | -21 |
| A0005 Compile statistical data | 35 | 55 | -20 |
| H0403 Determine or establish work assignments or priorities | 9 | 29 | -20 |
| A0007 Conduct client interviews, other than for preparation of simple wills | 19 | 39 | -19 |
| A0038 Procure billeting or transportation arrangements | 21 | 40 | -19 |

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY 5J071 AD PERSONNEL

| TASKS | | PERCENT MEMBERS PERFORMING (N=172) |
|-------|--|---|
| A0043 | Retrieve data using computers | 92 |
| A0006 | Compose or type administrative correspondence | 84 |
| A0044 | Review suspense dates | 76 |
| A0023 | Maintain administrative files | 76 |
| B0061 | Notarize documents | 76 |
| A0037 | Process incoming or outgoing electronic mail | 75 |
| H0403 | Determine or establish work assignments or priorities | 73 |
| A0005 | Compile statistical data | 72 |
| I0443 | Conduct on-the-job training (OJT) | 69 |
| H0401 | Counsel subordinates concerning personal matters | 69 |
| B0097 | Witness signing of legal documents | 69 |
| H0398 | Conduct supervisory performance feedback sessions | 67 |
| H0408 | Develop or establish work methods or procedures | 66 |
| H0436 | Write or indorse military performance reports | 66 |
| H0409 | Develop or establish work schedules | 66 |
| H0437 | Write recommendations for awards or decorations | 66 |
| H0418 | Evaluate personnel for compliance with performance standards | 65 |
| H0419 | Evaluate personnel for promotion, demotion, reclassification, or special awards | 65 |
| I0455 | Maintain training records or files | 64 |
| I0445 | Determine training requirements | 63 |
| A0048 | Sort and distribute incoming mail | 63 |
| B0076 | Prepare or review powers of attorney | 63 |
| B0096 | Witness execution of wills | 62 |
| A0047 | Search directives, files, or legal references for information, such as opinions or decisions | 60 |
| I0444 | Counsel trainees on training progress | 60 |
| H0414 | Establish performance standards for subordinates | 60 |
| H0425 | Interpret policies, directives, or procedures for subordinates | 59 |
| I0453 | Evaluate progress of trainees | 58 |
| A0022 | Log or suspense incoming correspondence | 57 |
| A0024 | Maintain computer systems | 48 |

Average Number of Tasks Performed: 109

TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN DFASC 5J051 AND DFASC 5J071 AD PERSONNEL

| TASKS | DAFSC 5J051 (N=319) | DAFSC 5J071 (N=172) | DIFFERENCE |
|-------|------------------------|------------------------|------------|
| H0437 | 14 | 66 | -52 |
| H0398 | 17 | 67 | -51 |
| H0419 | 13 | 65 | -51 |
| H0436 | 14 | 66 | -51 |
| H0418 | 15 | 65 | -50 |
| H0401 | 20 | 69 | -49 |
| H0400 | 11 | 59 | -49 |
| H0414 | 12 | 60 | -48 |
| H0409 | 18 | 66 | -48 |
| H0431 | 10 | 59 | -48 |
| H0393 | 6 | 52 | -47 |
| I0445 | 17 | 63 | -46 |
| I0440 | 12 | 58 | -46 |

TABLE 13

REPRESENTATIVE TASKS PERFORMED BY 5J091 AD PERSONNEL

| TASKS | | PERCENT MEMBERS PERFORMING (N=25) |
|-------|---|--|
| A0006 | Compose or type administrative correspondence | 96 |
| H0402 | Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace | 96 |
| H0408 | Develop or establish work methods or procedures | 96 |
| H0403 | Determine or establish work assignments or priorities | 92 |
| H0409 | Develop or establish work schedules | 92 |
| H0431 | Schedule personnel for temporary duty (TDY) assignments, leaves, or passes | 92 |
| A0037 | Process incoming or outgoing electronic mail | 88 |
| H0428 | Review budget requirements | 88 |
| H0425 | Interpret policies, directives, or procedures for subordinates | 88 |
| A0044 | Review suspense dates | 88 |
| H0395 | Conduct general meetings, such as staff meetings, briefings, conferences, or workshops | 88 |
| H0436 | Write or indorse military performance reports | 88 |
| H0401 | Counsel subordinates concerning personal matters | 88 |
| H0437 | Write recommendations for awards or decorations | 88 |
| A0027 | Order equipment, supplies, forms, or publications | 88 |
| H0414 | Establish performance standards for subordinates | 88 |
| H0419 | Evaluate personnel for promotion, demotion, reclassification, or special awards | 88 |
| H0393 | Assign personnel to work areas or duty positions | 84 |
| H0410 | Draft budget requirements | 84 |
| H0418 | Evaluate personnel for compliance with performance standards | 84 |
| I0443 | Conduct on-the-job training (OJT) | 84 |
| I0453 | Evaluate progress of trainees | 80 |
| I0445 | Determine training requirements | 80 |
| I0440 | Brief personnel concerning training programs or matters | 80 |
| A0024 | Maintain computer systems | 72 |

Average Number of Tasks Performed: 95

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 5J071 AND DAFSC 5J091 AD PERSONNEL

| TASKS | DAFSC 5J071 (N=172) | DAFSC 5J091 (N=25) | DIFFERENCE |
|---|------------------------|-----------------------|------------|
| F0363 Verify that client is proper claimant | 33 | 4 | 29 |
| A0001 Administer client questionnaires | 35 | 8 | 27 |
| F0303 Input data into Armed Forces Claims Information Management System (AFCIMS) | 27 | * | 27 |
| F0287 Assemble claims files | 26 | * | 26 |
| F0320 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery) | 29 | 4 | 25 |
| C0138 Prepare courtrooms for proceedings | 25 | * | 25 |
| C0214 Request witness fundings | 28 | 4 | 24 |
| F0284 Adjudicate claims | 28 | 4 | 24 |
| F0293 Conduct claims briefings for potential claimants | 28 | 4 | 24 |
| F0318 Prepare claims labels | 24 | * | 24 |
| H0427 Plan layouts of facilities | 28 | 84 | -56 |
| H0415 Establish procedures for accountability of equipment, tools, parts, or supplies | 37 | 88 | -51 |
| H0416 Evaluate inspection report findings or inspection procedures | 33 | 84 | -51 |
| H0428 Review budget requirements | 38 | 88 | -50 |
| H0429 Review mobility, contingency, disaster preparedness, or unit emergency or alert plans | 33 | 80 | -47 |
| H0410 Draft budget requirements | 38 | 84 | -46 |
| H0404 Develop organizational or functional charts | 30 | 76 | -46 |
| H0438 Write replies to inspection reports | 34 | 80 | -46 |
| H0413 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs) | 26 | 72 | -46 |

TRAINING ANALYSIS

Occupational survey data provides information that is useful in building relevant training programs for entry-level personnel. Factors used to evaluate entry-level Paralegal training include jobs being performed by first-job (1-24 months TICF) personnel, overall distribution of first-job personnel across career ladder jobs, percent first-job members spend performing specific tasks, and their related task difficulty (TD) ratings.

First-Job Personnel

In this study, there are 164 members in their AFSC 5J0X1 first job, representing 29 percent of the survey sample. Table 15 shows the relative percent of time spent across duties by first-job DAFSC 5J0X1 members. Members in their first job devote the largest fraction of their time to Air Force Claims activities (38 percent) followed by Military Justice activities (25 percent). Representative tasks performed by members in this group are listed in Table 16. Examples include: retrieving data using computers; witnessing the execution of wills; signing of legal documents; and composing or typing administrative correspondence.

Training Emphasis (TE), Task Difficulty (TD), and Automatic Training Indicator (ATI) Data

TE and TD data can help training development personnel decide which tasks to emphasize for entry-level training. These ratings, based on the judgments of senior career ladder NCOs at operational units, provide training personnel with a rank-ordering of those tasks considered important for airmen with 1-48 months TICF training (TE) and of a measure of the relative difficulty of those tasks (TD). When combined with data on the percentages of first-job personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both TE and TD, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high TE and TD ratings, but low percentages performing, may be more appropriately planned for OJT programs within the career ladder. Low ratings may highlight tasks best omitted from training for new personnel. These decisions must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

Table 17 lists the tasks having the highest TE ratings, and the percentages performing during their first 1-24 months and 25-48 months in the Paralegal career field. High percentage of members perform many of these activities during their first 4 years in the career field. Note that all the tasks fall under either Military Justice activities or Air Force Claims activities.

Table 18 lists the tasks having the highest TD ratings, and the percentages of 1-24 months and 1-48 months TICF, 5- and 7-skill level personnel performing. The majority of these tasks

TABLE 15

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY
FIRST-JOB (1-24 MONTHS TICF) AFSC 5J0X1 AD PERSONNEL

| DUTIES | PERCENT TIME SPENT |
|---|--------------------------|
| F PERFORMING AIR FORCE CLAIMS ACTIVITIES | 38 |
| C PERFORMING MILITARY JUSTICE ACTIVITIES | 25 |
| A PERFORMING GENERAL PARALEGAL ACTIVITIES | 17 |
| B PERFORMING CIVIL LAW ACTIVITIES | 10 |
| H PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES | 3 |
| D PERFORMING DEFENSE PARALEGAL ACTIVITIES | 2 |
| I PERFORMING TRAINING ACTIVITIES | 1 |
| E PERFORMING COURT REPORTING ACTIVITIES | 1 |
| J PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES | * |
| K PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES | * |
| G PERFORMING INTERNATIONAL AND OPERATIONAL LAW ACTIVITIES | * |

* Indicates less than 1 percent

TABLE 16

REPRESENTATIVE TASKS PERFORMED BY
FIRST-JOB (1-24 MONTHS TICF) AFSC 510X1 PERSONNEL

| TASKS | PERCENT MEMBERS PERFORMING (N=164) |
|---|---|
| A0043 Retrieve data using computers | 83 |
| B0096 Witness execution of wills | 74 |
| B0097 Witness signing of legal documents | 73 |
| A0006 Compose or type administrative correspondence | 68 |
| A0046 Schedule office appointments | 60 |
| A0023 Maintain administrative files | 59 |
| B0060 Maintain notary logs | 56 |
| F0363 Verify that client is proper claimant | 55 |
| B0052 Brief clients on powers of attorney | 55 |
| F0284 Adjudicate claims | 54 |
| F0287 Assemble claims files | 54 |
| B0061 Notarize documents | 54 |
| F0292 Brief claimants on claims filing procedures | 52 |
| F0289 Assert carrier recovery claims | 52 |
| F0294 Conduct claims inspections | 52 |
| F0318 Prepare claims labels | 52 |
| B0076 Prepare or review powers of attorney | 52 |
| F0347 Process personnel claims, other than for clothing | 51 |
| F0293 Conduct claims briefings for potential claimants | 51 |
| F0362 Transfer claims using AFCIMS | 51 |

TABLE 17

AFSC 5J0X1 TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

| TASKS | TNG EMP | PERCENT MEMBERS PERFORMING | | | |
|---|------------|----------------------------------|----------------------|--|--|
| | | 1-24 MOS TICF | 25-48 MOS TICF | | |
| F303 Input data into Armed Forces Claims Information Management System (AFCIMS) | 7.48 | 51 | 45 | | |
| C173 Prepare or review DD Forms 458 (Charge Sheet) | 7.38 | 27 | 30 | | |
| C121 Draft changes and specifications for court-martial actions | 7.34 | 26 | 26 | | |
| F284 Adjudicate claims | 7.31 | 54 | 48 | | |
| C124 Input AMJAMS data on computers | 6.97 | 35 | 34 | | |
| F294 Conduct claims inspections | 6.93 | 52 | 47 | | |
| C188 Process Article 15, UCMJ, appeal actions | 6.93 | 26 | 27 | | |
| F289 Assert carrier recovery claims | 6.90 | 52 | 45 | | |
| C170 Prepare or review court-martial promulgating orders | 6.83 | 21 | 22 | | |
| C120 Draft charges and specifications for actions, other than court-martial actions | 6.72 | 27 | 25 | | |
| C187 Prepare or review supplementary court-martial orders | 6.69 | 16 | 16 | | |
| F295 Conduct claims investigations | 6.66 | 43 | 38 | | |
| F287 Assemble claims files | 6.59 | 54 | 48 | | |
| C174 Prepare or review DD Forms 497 (Confinement Order) | 6.59 | 25 | 27 | | |
| C163 Prepare or review Article 15, UCMJ, vacation actions | 6.55 | 29 | 30 | | |
| C168 Prepare or review court-martial convening orders | 6.55 | 24 | 26 | | |
| C162 Prepare or review Article 15, UCMJ, suspension actions | 6.52 | 29 | 29 | | |

TE MEAN=3.57; S.D.=1.62; HIGH= 5.19

TABLE 18

AFSC 510X1 TASKS WITH HIGHEST TASK DIFFICULTY RATINGS

| TASKS | TSK DIF | PERCENT MEMBERS PERFORMING | | | |
|---|------------|----------------------------------|---------------------|-----------|-----------|
| | | 1-24 MOS TICF | 1-48 MOS TICF | 5- LVL | 7- LVL |
| A004 Brief or assist clients with Internal Revenue Service audit | 7.52 | 1 | 1 | 2 | 2 |
| B065 Prepare and review responses concerning environmental issues | 7.12 | 0 | 0 | 0 | 2 |
| A011 Develop office programs for computer | 7.11 | 9 | 13 | 15 | 28 |
| G374 Prepare reports on international agreements | 7.08 | 0 | 0 | 0 | 1 |
| G373 Prepare legal annexes to war plans | 7.04 | 1 | 0 | 0 | 3 |
| F345 Process medical malpractice claims | 6.99 | 8 | 7 | 6 | 10 |

TD MEAN=5.00; SD=1.00; HIGH TD \geq 6.00

with high TD ratings have very low percent performing numbers and should not be considered for structured training.

To assist training development personnel, AFOMS developed a computer program that uses TE and TD ratings and the percentage of first-job personnel performing tasks to compute Automated Training Indicators (ATI). ATIs match the training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, AETCI 36-2601. ATIs allow training developers to quickly focus attention on those tasks that are most likely to qualify for resident course consideration.

Table 19 gives the entire list of standard tasks that the ATI analysis suggests including in an initial residential course for paralegals (lower rated tasks that involve documented critical or safety issues also should be reviewed for inclusion). Most of the tasks in Table 19 involve acquiring information or working with claims.

Various lists of tasks, accompanied by TD ratings, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. For a more detailed explanation of TD ratings, see Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.

Specialty Training Standard (STS) Analysis

When AFMOS began this study, a new STS for the Paralegal career field was in final draft. A comprehensive review of the final draft STS 5J0X1 was made by comparing survey data to draft STS elements. Technical school personnel from the Judge Advocates School at Maxwell AFB, AL, participated in the review. They matched JI tasks to appropriate STS sections and subsections. STS elements with performance objectives were reviewed for TE and TD and percent members performing information, as stipulated in AETCI 36-2601. STS paragraphs containing general knowledge information, subject-matter knowledge requirements, or supervisory responsibilities were not reviewed. A complete computer listing displaying the percent members performing tasks, TE and TD ratings for each task, where applicable, along with the STS matching, has been forwarded to the technical school for their further review of training documents.

Typically, STS elements matched to tasks that have sufficiently high TE and TD ratings and are performed by at least 20 percent of personnel in appropriate skill-level groups (such as first-job (1-24) months TICF, and 5- and 7-skill level groups) should be considered for inclusion in the STS. Likewise, elements matched to tasks with less than 20 percent performing in all of these groups should be considered for deletion from the STS.

In general, the STS provides comprehensive coverage of the work performed by AFSC 5J0X1 personnel. Only three areas were identified for review: tax assistance (8.g), foreign criminal jurisdiction (FCJ) ((10.d.(1))), and environmental law ((10.d.(5))) (see Table 20). None of

the tasks associated with these three performance coded areas met the 20 percent performing criteria for personnel either in their first job or at the 5-skill or 7-skill levels.

Plan of Instruction (POI) Analysis

When this study began, the technical school had only started to revise its POI for the Paralegal Apprentice Course (M3ALR5J031) to correspond to the final draft STS. So, this analysis was conducted using the existing POI for the course. JI tasks were matched to related training objectives in the POI entry level course with assistance from the Judge Advocate School SMEs. The method employed was similar to that of the STS percent members performing data for first-job (1-24 months TICF) personnel and TE and TD ratings.

POI blocks, units of instruction, and learning objectives were compared to the standard set forth in AETCI 36-2601(30 percent or more of the first-job group performing tasks trained, along with sufficiently high TE and TD ratings on those tasks). By this guidance, tasks trained in the course which do not meet these criteria should be considered for elimination from the formal course, if not justified on some other acceptable basis.

POI paragraphs containing performance information were reviewed. This analysis failed to support the inclusion of a number of tasks trained in M3ALR5J0X1, Paralegal Apprentice Course, under the existing POI. They are listed in Table 21. Please note that many come from the Post Trial Administration block of the present course. Training personnel should review these elements for possible deletion from the course.

TABLE 19

AFSC 510X1 TASKS WITH HIGHEST AUTOMATIC TRAINING INDICATORS

| TASKS | | ATI | TASK DIF* | TNG EMP** | PERCENT MEMBERS PERFORMING FIRST JOB | ATI INDICATED TRAINING LEVEL |
|-------|--|-----|--------------|--------------|---|---------------------------------------|
| B076 | Prepare or review power of attorney | 18 | 4.06 | 5.62 | 58 | Knowledge & Performance |
| A043 | Retrieve data using computer | 17 | 4.84 | 4.24 | 82 | Knowledge & Performance |
| A047 | Search directives, files, or legal references for information, such as opinions or decisions | 17 | 5.58 | 4.90 | 51 | Knowledge & Performance |
| A029 | Prepare briefings, other than professional military education briefings | 16 | 5.76 | 2.10 | 55 | Knowledge & Performance |
| A042 | Request information from Federal Legal Information Through Electronics (FLITE) System | 15 | 4.85 | 4.86 | 41 | Task Knowledge Only |
| F326 | Prepare SF Forms 1034 | 15 | 4.21 | 4.90 | 31 | Task Knowledge Only |
| F305 | Maintain potential claim files | 15 | 4.21 | 5.00 | 36 | Task Knowledge Only |
| F296 | Coordinate Claims with other investigative agencies | 15 | 4.90 | 4.41 | 30 | Task Knowledge Only |
| A009 | Conduct witness interviews | 15 | 5.57 | 4.62 | 33 | Task Knowledge Only |
| F310 | Perform follow-up actions on incomplete mail-in claims | 15 | 4.45 | 4.66 | 40 | Task Knowledge Only |
| F315 | Prepare claimant instruction packets | 15 | 4.66 | 3.72 | 41 | Task Knowledge Only |
| F316 | Prepare claims for transmittal | 15 | 4.28 | 4.97 | 38 | Task Knowledge Only |
| F329 | Prepare or review claims activity reports | 15 | 4.95 | 3.72 | 32 | Task Knowledge Only |
| F332 | Prepare or review settlement agreements | 15 | 5.36 | 4.62 | 32 | Task Knowledge Only |
| A007 | Conduct client interviews, other than for preparation of simple wills | 15 | 4.41 | 3.86 | 33 | Task Knowledge Only |
| I443 | Conduct on-the-job training (OJT) | 15 | 5.77 | 3.62 | 34 | Task Knowledge Only |
| F359 | Review security forces blotters for potential claims | 15 | 4.02 | 3.79 | 30 | Task Knowledge Only |
| F306 | Negotiate claims settlements | 14 | 5.25 | 3.07 | 32 | Task Knowledge Only |
| A005 | Compile statistical data | 14 | 4.84 | 1.66 | 47 | Task Knowledge Only |
| F299 | Develop claims checklists | 14 | 5.25 | 3.07 | 32 | Task Knowledge Only |

* TD MEAN = 5.00; SD = 1.00; HIGH TD ≥ 6.00

** TE MEAN = 3.57; SD = 1.62; HIGH TE ≥ 5.19

TABLE 20

STS ELEMENTS NOT SUPPORTED BY 5J0X1 OSR DATA

| TASKS | PERCENT MEMBERS PERFORMING | | | | | | TRG EMP | TSK DIF |
|--|----------------------------|-------------|-------------|-------------|--|-------------|---------|---------|
| | 1-24 MOS TICF | 5- | | 7- | | SKILL LEVEL | | |
| | | SKILL LEVEL | SKILL LEVEL | SKILL LEVEL | | | | |
| | | | | | | | | |
| 8.g Tax Assistance Program (proficiency level "c" in 7-skill level course) | | | | | | | | |
| A003 Brief or assist clients on preparation of federal income tax returns | 9 | | 13 | 17 | | | 1.17 | 6.01 |
| A002 Brief or assist clients in filing electronic income tax returns | 7 | | 15 | 17 | | | 1.14 | 5.22 |
| A032 Prepare Income Tax Returns | 6 | | 11 | 13 | | | 1.28 | 6.15 |
| A017 File Income Tax Returns Electronically | 7 | | 13 | 14 | | | 1.48 | 5.55 |
| 10.d.(1) Foreign Criminal Jurisdiction (FCJ) Program (level "b" in CDC) | | | | | | | | |
| G369 Coordinate Matters of International Law or Status of Forces Agreements with Local Authorities | 1 | | 1 | 2 | | | 1.59 | 6.43 |
| G370 Determine Jurisdiction of Cases under Status of Forces Agreements | 2 | | 2 | 1 | | | 2.69 | 6.08 |
| B090 Process Requests for Release of Military Personnel to Civilian Authorities | 1 | | 2 | 1 | | | 2.31 | 5.47 |
| G371 Prepare Budget Contracts for Foreign or Tax Law Studies | 1 | | 0 | 1 | | | 2.38 | 6.75 |
| G384 Prepare or Review Requests for, or Responses to, Waiver of Host Jurisdiction | 0 | | 0 | 2 | | | 0.79 | 6.37 |
| G388 Procure Local National Attorneys | 0 | | 0 | 1 | | | 2.83 | 6.31 |
| G381 Prepare or Review Notices to Court Prosecutors of Trial Observers | 0 | | 0 | 1 | | | 1.34 | 6.64 |
| G390 Schedule Medical Examinations for Personnel Confined in Foreign Countries | 0 | | 0 | 0 | | | 1.83 | 5.72 |
| G378 Prepare or review case files on individuals charged in foreign courts | 1 | | 1 | 2 | | | 2.90 | 6.74 |
| 10.d.(5) Environmental Law (level "A" in CDC & level "B" in 7-skill level course) | | | | | | | | |
| B065 Prepare and Review Responses Concerning Environmental Issues | 0 | | 0 | 2 | | | 0.86 | 7.12 |
| B053 Conduct Internal Investigations Concerning Environmental Issues | 0 | | 0 | 0 | | | 0.97 | 6.91 |
| B058 Conduct External Investigations Concerning Environmental Issues | 0 | | 1 | 0 | | | 0.97 | 6.91 |
| B055 Conduct Surveys Concerning Environmental Issues | 0 | | 1 | 0 | | | 0.90 | 6.37 |

TD MEAN = 5.00; SD = 1.00

TE MEAN = 3.57; SD = 1.62

TABLE 21

M3ALR5J031 COURSE OBJECTIVES
WITH LESS THAN 30 PERCENT MEMBERS PERFORMING

| OBJEC/ TASKS | | PERCENT MEMBERS PERFORMING | | |
|------------------------|--|----------------------------------|--------------|--------------|
| | | | TNG EMP | TSK DIF |
| VI.3.e C137 | Identify the procedures for preparing a chronological sheet Prepare Chronology sheet | 9 | 4.38 | 4.57 |
| II.2.a B050 | Identify pre-notification procedures regarding claims investigation Assist in aircraft or missile mishap investigation | 12 | 2.17 | 6.29 |
| I.7.e B063 | Define terms relating to the creation of a Last Will and Testament Prepare simple will | 14 | 4.17 | 4.17 |
| V.1.g C119 | Identify basic facts regarding a trial docket Docket courts-martial | 16 | 5.28 | 3.80 |
| VI.4.d C187 | Identify processing requirements for supplementary court-martial orders Prepare or review supplementary court-martial orders | 16 | 6.69 | 5.41 |
| VI.2.e E271 | Assemble a verbatim record of trial Assemble records of trials | 16 | 5.72 | 5.40 |
| VI.2.b C099 | Identify procedures for assembling a record of trial for authentication Arrange for authentication of records of trial | 20 | 4.55 | 4.42 |
| VI.2.c C099 E272 | Determine the methods to authenticate a record of trial Arrange for authentication of records of trials Authenticate records of trials | 20 2 | 4.55 5.23 | 4.42 2.97 |

TD MEAN = 5.00; SD = 1.00; HIGH TD ≥ 6.00

TE MEAN = 3.57; SD = 1.62; HIGH TE ≥ 5.19

JOB SATISFACTION ANALYSIS

An examination of job satisfaction indicators can give career ladder managers a better understanding of factors that might affect job performance. Therefore, the survey booklet included attitude questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions.

Data on job satisfaction by time-in-career-field groups is presented in Tables 22 and 23. The first of the two tables provides a comparison with all lateral-entry career fields surveyed by AFMOS in 1998. On every indicator except reenlistment intentions, Paralegals show higher levels of job satisfaction. The lower reenlistment intentions might mean that paralegals have better opportunities in civilian labor markets than members of other lateral-entry AFSCs.

Table 23 compares job satisfaction indicators from the current survey to those from the previous one. No trend is visible. Paralegals remain highly satisfied with their jobs.

The responses of the current survey sample also were analyzed by looking across specialty groups identified in the **SPECIALTY JOBS** section of the report. Job satisfaction data for identified job groups and clusters are provided in Table 24. With the exception of the few individuals in the small HQ Staff Job, members found their jobs interesting and highly satisfying. They saw their jobs as putting their talents and training to good use.

Members in the HQ Staff Job represented something of an exception. Half saw their jobs as using their talents and training very little or not at all. As one can see in Table 4, the members in this job enjoy relatively high rank. They average almost 6 years in the career field. Yet, as one can see in Appendix Table A4, their HQ Staff Jobs often involve sorting the mail, maintaining the law library, and ordering supplies.

TABLE 22

**JOB SATISFACTION INDICATORS FOR
CURRENT SURVEY vs. COMPARATIVE SAMPLE* (PERCENT MEMBERS RESPONDING)**

| | 1-48 MONTHS TICF | | 49-96 MONTHS TICF | | 97+ MONTHS TICF | |
|---|--------------------------|----------------------------|--------------------------|----------------------------|--------------------------|----------------------------|
| | 1999 5J0X1 (N=300) | COMP. SAMPLE (N=910) | 1999 5J0X1 (N=120) | COMP. SAMPLE (N=304) | 1999 5J0X1 (N=146) | COMP. SAMPLE (N=768) |
| <u>EXPRESSED JOB INTEREST</u> | | | | | | |
| INTERESTING | 81 | 77 | 89 | 76 | 86 | 76 |
| SO-SO | 13 | 15 | 6 | 13 | 11 | 14 |
| DULL | 6 | 8 | 5 | 11 | 3 | 10 |
| <u>PERCEIVED USE OF TALENTS</u> | | | | | | |
| FAIRLY WELL TO PERFECT | 87 | 83 | 90 | 82 | 88 | 83 |
| NONE TO VERY LITTLE | 13 | 17 | 10 | 18 | 12 | 17 |
| <u>PERCEIVED USE OF TRAINING</u> | | | | | | |
| FAIRLY WELL TO PERFECT | 92 | 82 | 91 | 83 | 84 | 82 |
| NONE TO VERY LITTLE | 8 | 18 | 9 | 17 | 16 | 18 |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB</u> | | | | | | |
| SATISFIED | 79 | 74 | 84 | 72 | 75 | 71 |
| NEUTRAL | 9 | 14 | 7 | 7 | 8 | 9 |
| DISSATISFIED | 12 | 12 | 9 | 21 | 16 | 20 |
| <u>REENLISTMENT INTENTIONS</u> | | | | | | |
| YES OR PROBABLY YES | 60 | 69 | 71 | 71 | 43 | 53 |
| NO OR PROBABLY NO | 36 | 21 | 21 | 13 | 10 | 7 |
| WILL RETIRE | 4 | 10 | 8 | 16 | 47 | 40 |

• Comparative sample consists of all lateral AFSC analyzed in 1998.

TABLE 23

JOB SATISFACTION INDICATORS FOR
CURRENT SURVEY vs. PREVIOUS SURVEY (PERCENT MEMBERS RESPONDING)

| | 1-48 MONTHS TICF | | 49-96 MONTHS TICF | | 97+ MONTHS TICF | |
|---|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|----------------------------|
| | 1999 5J0X1 (N=300) | 1995 5J0X1 (N=199) | 1999 5J0X1 (N=120) | COMP. SAMPLE (N=119) | 1999 5J0X1 (N=146) | COMP. SAMPLE (N=243) |
| <u>EXPRESSED JOB INTEREST</u> | | | | | | |
| INTERESTING | 81 | 88 | 89 | 87 | 86 | 80 |
| SO-SO | 13 | 9 | 6 | 9 | 11 | 13 |
| DULL | 6 | 3 | 5 | 4 | 3 | 7 |
| <u>PERCEIVED USE OF TALENTS</u> | | | | | | |
| FAIRLY WELL TO PERFECT | 87 | 87 | 90 | 85 | 88 | 85 |
| NONE TO VERY LITTLE | 13 | 13 | 10 | 15 | 12 | 15 |
| <u>PERCEIVED USE OF TRAINING</u> | | | | | | |
| FAIRLY WELL TO PERFECT | 92 | 88 | 91 | 83 | 84 | 83 |
| NONE TO VERY LITTLE | 8 | 12 | 9 | 17 | 16 | 17 |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB</u> | | | | | | |
| SATISFIED | 79 | 79 | 84 | 73 | 75 | 75 |
| NEUTRAL | 9 | 6 | 7 | 9 | 8 | 8 |
| DISSATISFIED | 12 | 15 | 9 | 18 | 16 | 16 |
| <u>REENLISTMENT INTENTIONS</u> | | | | | | |
| YES OR PROBABLY YES | 60 | 70 | 71 | 74 | 43 | 60 |
| NO OR PROBABLY NO | 36 | 25 | 21 | 11 | 10 | 12 |
| WILL RETIRE | 4 | 5 | 8 | 10 | 47 | 28 |

TABLE 24

JOB SATISFACTION INDICATORS FOR
IDENTIFIED JOB GROUPS AND CLUSTERS (PERCENT MEMBERS RESPONDING)

| | MILITARY JUSTICE CLUSTER (N=156) | CLAIMS JOB (N=180) | LEGAL SERVICES JOB (N=77) | SUPV & INSTRUCT JOB (N=85) | HQ STAFF JOB (N=12) | DEFENSE SUPPORT JOB (N=31) |
|---|---|--------------------------|------------------------------------|-------------------------------------|------------------------------|-------------------------------------|
| <u>EXPRESSED JOB INTEREST</u> | | | | | | |
| INTERESTING | 87 | 79 | 79 | 90 | 75 | 100 |
| SO-SO | 8 | 15 | 16 | 5 | 17 | 0 |
| DULL | 5 | 6 | 5 | 5 | 8 | 0 |
| <u>PERCEIVED USE OF TALENTS</u> | | | | | | |
| FAIRLY WELL TO PERFECT | 86 | 90 | 88 | 91 | 50 | 90 |
| NONE TO VERY LITTLE | 14 | 10 | 12 | 9 | 50 | 10 |
| <u>PERCEIVED USE OF TRAINING</u> | | | | | | |
| FAIRLY WELL TO PERFECT | 92 | 94 | 84 | 88 | 50 | 94 |
| NONE TO VERY LITTLE | 8 | 6 | 16 | 12 | 50 | 6 |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB</u> | | | | | | |
| SATISFIED | 77 | 80 | 78 | 84 | 67 | 88 |
| NEUTRAL | 10 | 8 | 8 | 6 | 8 | 6 |
| DISSATISFIED | 13 | 12 | 14 | 10 | 25 | 6 |
| <u>REENLISTMENT INTENTIONS</u> | | | | | | |
| YES OR PROBABLY YES | 62 | 58 | 60 | 56 | 42 | 52 |
| NO OR PROBABLY NO | 26 | 33 | 23 | 13 | 16 | 38 |
| WILL RETIRE | 12 | 9 | 17 | 31 | 10 | 10 |

IMPLICATIONS

As explained in the **INTRODUCTION**, this survey was conducted primarily to ensure current data for use in evaluating the effectiveness of training within the Paralegal career ladder. Data compiled from this survey support the career structure of the AFSC.

The analysis of jobs and clusters within the AFSC 5J0X1 career ladder structure indicates no big changes have occurred during the past 4 years. The Paralegal career field has not experienced major disruptions stemming from the introduction of a new technology, a major reengineering effort, or another external factor. The Claims Job, the Defense Support Job, and the Military Justice Cluster have maintained their same proportional sizes relative to their 1994 counterparts. The Legal Services Job has increased in relative importance while the Supervision and Instruction Job has declined in relative size.

Active Duty skill-level analysis revealed a typical career progression pattern for members of the survey sample. Many DAFSC 5J031 and 5J051 personnel start out in the Claims Job. As members progress through the career ladder, they tend to spread out to the Legal Services Job, the Defense Support Job, and the Military Justice Cluster. Members begin to move into traditional management and supervisory roles at the 7-skill level and are concentrated in them at the 9-skill level.

The analysis of the final draft STS found that the document provided comprehensive coverage of the work performed by AFSC 5J0X1. Only three areas were not supported by JI data: tax assistance (8.g), foreign criminal jurisdiction (FCJ) (10.d.(1)), and environmental law (10.d.(5)). None of the tasks associated with of these areas met the 20 percent performing criteria for personnel either in their first job or at the 5-skill or 7-skill levels.

Several analytic findings all suggest that the initial residential course for Paralegals should focus on claims activities, military justice activities, and information acquisition tasks. Members in their first job devote the largest fraction of their time to Air Force Claims Activities (38 percent) followed by Military Justice Activities (25 percent). Also, the results of the Training Emphasis survey indicated that senior enlisted members of the Paralegal career field stressed the importance for training in Claims and Military Justice Activities. Finally, most of the tasks identified in the ATI analysis for an initial residential course involved either acquiring information or working with claims.

The Judge Advocate School is currently revising the POI for the Paralegal Apprentice Course so that it will conform to the new STS. Many of the unsupported instructional objectives were in the Post Trial Administration block of the present course.

The job satisfaction data showed that most members of the Paralegal career field found their jobs interesting and highly satisfying. They see their jobs as putting their talents and training to good use.

The small number of members in the HQ Staff Job provided the only exception. Half of this group saw their jobs as using their talents and training very little or not at all. Members in this job enjoy relatively high rank and average almost 6 years in the career field. Yet, their HQ Staff Jobs often involve sorting the mail, maintaining the law library, and ordering supplies. Some consideration might be given to enriching these jobs.

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APPENDIX A

**REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF CAREER LADDER JOBS**

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TABLE A1
CLAIMS JOB

| TASKS | PERCENT MEMBERS PERFORMING (N=180) |
|--|---|
| F0284 Adjudicate claims | 99 |
| F0363 Verify that client is proper claimant | 99 |
| F0294 Conduct claims inspections | 99 |
| F0318 Prepare claims labels | 98 |
| F0292 Brief claimants on claims filing procedures | 97 |
| F0287 Assemble claims files | 97 |
| F0293 Conduct claims briefings for potential claimants | 97 |
| F0303 Input data into Armed Forces Claims Information Management System (AFCIMS) | 94 |
| F0289 Assert carrier recovery claims | 94 |
| F0362 Transfer claims using AFCIMS | 94 |
| F0320 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery) | 93 |
| F0311 Perform follow-up actions on personnel claims | 93 |
| F0298 Determine claims jurisdiction | 93 |
| F0317 Prepare claims inspection memorandums | 93 |
| F0347 Process personnel claims, other than for clothing | 92 |
| F0327 Prepare vouchers for payment of claims | 92 |
| F0308 Perform follow-up actions on carrier recovery claims | 91 |
| F0297 Determine chapter for claims | 89 |
| F0315 Prepare claimant instruction packets | 88 |
| F0314 Prepare carrier recovery claims for set offs | 87 |
| F0339 Process claims payment vouchers | 86 |
| F0310 Perform follow-up actions on incomplete mail-in claims | 86 |
| F0348 Process personnel clothing claims | 86 |
| F0319 Prepare DD Forms 1131 (Cash Collection Voucher) | 84 |
| F0336 Process carrier recovery claims for settlements | 83 |
| F0295 Conduct claims investigations | 83 |
| F0316 Prepare claims for transmittal | 83 |
| A0043 Retrieve data using computers | 80 |
| F0305 Maintain potential claims files | 79 |
| F0288 Assemble investigative files on potential claims | 77 |

TABLE A2

LEGAL SERVICES JOB

| TASKS | PERCENT MEMBERS PERFORMING (N=77) |
|--|--|
| B0076 Prepare or review powers of attorney | 99 |
| B0052 Brief clients on powers of attorney | 99 |
| B0097 Witness signing of legal documents | 97 |
| B0096 Witness execution of wills | 96 |
| B0060 Maintain notary logs | 96 |
| B0061 Notarize documents | 95 |
| A0040 Refer clients to other supportive agencies | 88 |
| B0051 Assist in preparation of legal assistance cards | 87 |
| B0095 Verify eligibility of clients for legal assistance | 83 |
| A0043 Retrieve data using computers | 82 |
| A0023 Maintain administrative files | 79 |
| B0057 Conduct will executions | 78 |
| A0006 Compose or type administrative correspondence | 78 |
| A0048 Sort and distribute incoming mail | 70 |
| A0046 Schedule office appointments | 70 |
| A0044 Review suspense dates | 69 |
| A0005 Compile statistical data | 69 |
| B0062 Prepare miscellaneous legal reviews | 66 |
| B0089 Process off-duty employment applications | 66 |
| A0037 Process incoming or outgoing electronic mail | 66 |
| A0001 Administer client questionnaires | 66 |
| B0056 Conduct will briefings | 65 |
| A0047 Search directives, files, or legal references for information, such as opinions or decisions | 64 |
| B0069 Prepare or review legal assistance reports | 64 |
| B0054 Conduct preventive law briefings, such as newcomer's orientation or Law of Armed Conflict (LOAC) | 56 |
| A0022 Log or suspense incoming correspondence | 55 |
| A0042 Request information from Federal Legal Information Through Electronics (FLITE) System | 53 |
| A0031 Prepare conference areas for briefings or meetings | 53 |
| A0029 Prepare briefings, other than professional military education (PME) briefings | 51 |

TABLE A3

SUPERVISION AND INSTRUCTION JOB

| TASKS | | PERCENT MEMBERS PERFORMING (N=85) |
|-------|---|--|
| A0043 | Retrieve data using computers | 99 |
| H0403 | Determine or establish work assignments or priorities | 99 |
| H0401 | Counsel subordinates concerning personal matters | 98 |
| H0437 | Write recommendations for awards or decorations | 96 |
| H0409 | Develop or establish work schedules | 96 |
| I0443 | Conduct on-the-job training (OJT) | 95 |
| H0419 | Evaluate personnel for promotion, demotion, reclassification, or special awards | 95 |
| H0425 | Interpret policies, directives, or procedures for subordinates | 94 |
| H0436 | Write or indorse military performance reports | 94 |
| H0418 | Evaluate personnel for compliance with performance standards | 94 |
| H0398 | Conduct supervisory performance feedback sessions | 94 |
| H0424 | Inspect personnel for compliance with military standards | 94 |
| H0402 | Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace | 93 |
| H0431 | Schedule personnel for temporary duty (TDY) assignments, leaves, or passes | 93 |
| I0445 | Determine training requirements | 92 |
| I0455 | Maintain training records or files | 92 |
| A0006 | Compose or type administrative correspondence | 91 |
| H0414 | Establish performance standards for subordinates | 91 |
| H0408 | Develop or establish work methods or procedures | 91 |
| H0400 | Conduct supervisory orientations for newly assigned personnel | 89 |
| I0453 | Evaluate progress of trainees | 88 |
| H0393 | Assign personnel to work areas or duty positions | 88 |
| A0044 | Review suspense dates | 88 |
| I0440 | Brief personnel concerning training programs or matters | 88 |
| I0444 | Counsel trainees on training progress | 87 |
| H0395 | Conduct general meetings, such as staff meetings, briefings, conferences, or workshops | 86 |
| H0428 | Review budget requirements | 85 |
| A0037 | Process incoming or outgoing electronic mail | 84 |
| H0396 | Conduct self-inspections or self-assessments | 84 |
| H0433 | Write job or position descriptions | 84 |

TABLE A4

HEADQUARTERS STAFF JOB

| TASKS | | PERCENT MEMBERS PERFORMING (N=12) |
|-------|---|--|
| A0037 | Process incoming or outgoing electronic mail | 100 |
| A0006 | Compose or type administrative correspondence | 100 |
| A0043 | Retrieve data using computers | 92 |
| A0023 | Maintain administrative files | 92 |
| A0022 | Log or suspense incoming correspondence | 92 |
| A0020 | Inventory equipment or supplies | 92 |
| K0474 | Identify and report equipment or supply problems | 92 |
| A0024 | Maintain computer systems | 83 |
| A0005 | Compile statistical data | 83 |
| K0473 | Evaluate serviceability of equipment, tools, parts, or supplies | 83 |
| A0038 | Procure billeting or transportation arrangements | 83 |
| K0471 | Coordinate maintenance of equipment with appropriate agencies | 83 |
| A0048 | Sort and distribute incoming mail | 75 |
| A0012 | Dispose of law library publications | 75 |
| A0015 | Establish law library publications checkout procedures | 75 |
| A0044 | Review suspense dates | 67 |
| J0467 | Maintain publications libraries | 67 |
| A0027 | Order equipment, supplies, forms, or publications | 67 |
| A0029 | Prepare briefings, other than professional military education (PME) briefings | 67 |
| A0016 | Establish reading files | 67 |
| A0019 | Hand-carry priority communications or documents to internal action offices | 67 |
| K0475 | Issue or log turn-ins of equipment, tools, parts, or supplies | 67 |
| A0013 | Dispose of obsolete or excess publications, other than law library | 67 |
| A0049 | Update law library shelf-list cards | 67 |
| A0008 | Conduct random spot-checks of law library | 67 |
| A0033 | Prepare law library shelf-list cards | 67 |
| A0021 | Inventory law library publications | 67 |
| A0035 | Process administrative orders | 67 |
| A0028 | Post changes to publications | 67 |

TABLE A5

DEFENSE SUPPORT JOB

| TASKS | PERCENT MEMBERS PERFORMING (N=31) |
|---|--|
| D0264 Schedule client appointments | 100 |
| A0023 Maintain administrative files | 100 |
| A0038 Procure billeting or transportation arrangements | 100 |
| A0040 Refer clients to other supportive agencies | 100 |
| A0048 Sort and distribute incoming mail | 100 |
| A0046 Schedule office appointments | 97 |
| A0006 Compose or type administrative correspondence | 97 |
| A0043 Retrieve data using computers | 97 |
| A0027 Order equipment, supplies, forms, or publications | 97 |
| D0246 Prepare or review client statements | 94 |
| A0037 Process incoming or outgoing electronic mail | 94 |
| A0005 Compile statistical data | 94 |
| A0020 Inventory equipment or supplies | 94 |
| A0049 Update law library shelf-list cards | 94 |
| D0245 Prepare or review client responses for discharge actions | 90 |
| A0009 Conduct witness interviews | 90 |
| A0024 Maintain computer systems | 90 |
| A0021 Inventory law library publications | 90 |
| A0007 Conduct client interviews, other than for preparation of simple wills | 87 |
| A0012 Dispose of law library publications | 87 |
| A0033 Prepare law library shelf-list cards | 87 |
| H0410 Draft budget requirements | 84 |
| A0018 Follow up on travel vouchers submitted | 84 |
| A0013 Dispose of obsolete or excess publications, other than law library | 84 |
| A0029 Prepare briefings, other than professional military education (PME) briefings | 81 |
| D0238 Establish eligibility of clients for defense services | 77 |
| D0257 Prepare or review requests for delay actions | 77 |
| D0244 Prepare or review client assistance records | 77 |
| J0465 Initiate requests for TDY orders | 74 |

TABLE A6

MILITARY JUSTICE CLUSTER

| TASKS | PERCENT MEMBERS PERFORMING (N=156) | |
|-------|--|----|
| C0122 | Edit AMJAMS products | 88 |
| C0173 | Prepare or review DD Forms 458 (Charge Sheet) | 86 |
| A0043 | Retrieve data using computers | 85 |
| C0213 | Request reports on individual personnel (RIPs) | 84 |
| C0117 | Distribute court-martial orders | 84 |
| C0169 | Prepare or review court-martial data sheets | 83 |
| C0168 | Prepare or review court-martial convening orders | 83 |
| C0104 | Complete Article 15, UCMJ, processing checklist procedures | 82 |
| C0098 | Analyze Automated Military Justice Analysis and Management System (AMJAMS) reports | 82 |
| C0182 | Prepare or review proposed court-martial member lists | 82 |
| C0159 | Prepare or review Article 15, UCMJ, punishments | 81 |
| A0006 | Compose or type administrative correspondence | 79 |
| C0105 | Complete court-martial processing checklist procedures | 79 |
| C0163 | Prepare or review Article 15, UCMJ, vacation actions | 79 |
| C0111 | Coordinate witness fundings | 79 |
| C0174 | Prepare or review DD Forms 497 (Confinement Order) | 79 |
| C0191 | Process court-martial orders | 79 |
| C0162 | Prepare or review Article 15, UCMJ, suspension actions | 78 |
| C0138 | Prepare courtrooms for proceedings | 78 |
| C0219 | Review completed Article 15, UCMJ, AMJAMS inputs | 77 |
| C0217 | Review charge sheets for completeness | 77 |
| C0134 | Prepare administrative hold or release letters | 77 |
| C0154 | Prepare or review Article 15, UCMJ, appeal actions | 76 |
| C0121 | Draft charges and specifications for court-martial actions | 76 |
| C0212 | Request records of prior disciplinary actions | 76 |
| C0126 | Monitor offenses to ensure timely initiation of Article 15, UCMJ, actions | 75 |
| A0023 | Maintain administrative files | 75 |
| C0234 | Verify availability of court-martial or board members | 75 |
| C0160 | Prepare or review Article 15, UCMJ, remission actions | 75 |

APPENDIX B

TASK MODULE LISTING

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The Task Modules (TMs) were developed in order to summarize the extensive task information for this specialty. The TMs were derived by statistical clustering of the tasks in terms of which the same incumbents perform tasks. For example, if an incumbent performs one Law Library task, the probability is very high that he or she also will perform other Law Library tasks (see TM003). Thus, the group of Law Library tasks can be considered a "natural group" of associated or related tasks statistical clustering generally approximates these "natural groups".

The title of each TM represents our best estimate of the generic subject content of the group of tasks. The TMs are useful for organizing the task data in meaningful units and as a way to concisely summarize the extensive job data. However, TMs are only one way to organize the information. Other strategies may also be valid.

Listing of Module Statements

- 0001 ST0190 - Administration Task Module
- 0002 ST0252 - Legal Documents Task Module
- 0003 ST0266 - Law Library Task Module
- 0004 ST0362 - Tax Preparation Task Module
- 0005 ST0164 - Preventive Law Task Module
- 0006 ST0139 - Equipment and Supplies Task Module
- 0007 GP0001 - Supervision and Management Task Module
- 0008 ST0125 - Training Task Module
- 0009 GP0002 - Claims Processing Task Module
- 0010 ST0276 - Claims Process Management Task Module
- 0011 ST0214 - Claims Investigation Task Module
- 0012 ST0144 - Government Claims Task Module
- 0013 ST0391 - Personnel Injury Claims Task Module
- 0014 ST0180 - Security Task Module
- 0015 ST0249 - Article 15 Task Module
- 0016 ST0177 - Court Martial Task Module
- 0017 ST0181 - Appeals Administration Task Module
- 0018 ST0172 - Defense Support Task Module
- 0019 ST0183 - Defense Appeals Task Module
- 0020 ST0194 - Court Reporting Task Module
- 0021 ST0234 - Petitions Task Module
- 0022 ST0323 - International Law Task Module
- 0023 GP0004 - Foreign Civilian Jurisdiction Task Module
- 0024 Tasks not referenced

0001 ST0190 - Administration Task Module

- 1 A0005 Compile statistical data
- 2 A0006 Compose or type administrative correspondence
- 3 A0022 Log or suspense incoming correspondence
- 4 A0023 Maintain administrative files
- 5 A0037 Process incoming or outgoing electronic mail
- 6 A0040 Refer clients to other supportive agencies
- 7 A0043 Retrieve data using computers
- 8 A0044 Review suspense dates
- 9 A0046 Schedule office appointments
- 10 A0048 Sort and distribute incoming mail

0002 ST0252 - Legal Documents Task Module

- 1 B0051 Assist in preparation of legal assistance cards
- 2 B0052 Brief clients on powers of attorney
- 3 B0057 Conduct will executions
- 4 B0060 Maintain notary logs
- 5 B0061 Notarize documents
- 6 B0076 Prepare or review powers of attorney
- 7 B0095 Verify eligibility of clients for legal assistance
- 8 B0096 Witness execution of wills
- 9 B0097 Witness signing of legal documents

0003 ST0266 - Law Library Task Module

- 1 A0008 Conduct random spot-checks of law library
- 2 A0012 Dispose of law library publications
- 3 A0013 Dispose of obsolete or excess publications, other than law library
- 4 A0015 Establish law library publications checkout procedures
- 5 A0021 Inventory law library publications
- 6 A0033 Prepare law library shelf-list cards
- 7 A0049 Update law library shelf-list cards

0004 ST0362 - Tax Preparation Task Module

- 1 A0002 Brief or assist clients in filing electronic income tax returns
- 2 A0003 Brief or assist clients on preparation of federal income tax returns
- 3 A0017 File income tax returns electronically
- 4 A0032 Prepare income tax returns

0005 ST0164 - Preventive Law Task Module

- 1 B0077 Prepare or review preventive law bulletins
- 2 B0078 Prepare or review preventive law handbook fact sheets
- 3 B0079 Prepare or review preventive law newspaper articles

0006 ST0139 - Equipment and Supplies Task Module

- 1 A0020 Inventory equipment or supplies
- 2 A0024 Maintain computer systems
- 3 A0027 Order equipment, supplies, forms, or publications
- 4 K0471 Coordinate maintenance of equipment with appropriate agencies
- 5 K0473 Evaluate serviceability of equipment, tools, parts, or supplies
- 6 K0474 Identify and report equipment or supply problems
- 7 K0475 Issue or log turn-ins of equipment, tools, parts, or supplies

0007 GP0001 - Supervision and Management Task Module

- 1 H0392 Annotate time and attendance sheets for civilian employees
- 2 H0393 Assign personnel to work areas or duty positions
- 3 H0394 Assign sponsors for newly assigned personnel
- 4 H0395 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops
- 5 H0396 Conduct self-inspections or self-assessments
- 6 H0398 Conduct supervisory performance feedback sessions
- 7 H0400 Conduct supervisory orientations for newly assigned personnel
- 8 H0401 Counsel subordinates concerning personal matters
- 9 H0402 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace
- 10 H0403 Determine or establish work assignments or priorities

- 11 H0404 Develop organizational or functional charts
- 12 H0405 Develop resource protection programs
- 13 H0406 Develop self-inspection or self-assessment program checklists
- 14 H0408 Develop or establish work methods or procedures
- 15 H0409 Develop or establish work schedules
- 16 H0410 Draft budget requirements
- 17 H0413 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)
- 18 H0414 Establish performance standards for subordinates
- 19 H0415 Establish procedures for accountability of equipment, tools, parts, or supplies
- 20 H0416 Evaluate inspection report findings or inspection procedures
- 21 H0418 Evaluate personnel for compliance with performance standards
- 22 H0419 Evaluate personnel for promotion, demotion, reclassification, or awards
- 23 H0420 Evaluate maintenance or utilization of equipment, tools, parts, supplies, or workspace
- 24 H0422 Initiate personnel action requests
- 25 H0423 Initiate actions required due to substandard performance of personnel
- 26 H0424 Inspect personnel for compliance with military standards
- 27 H0425 Interpret policies, directives, or procedures for subordinates
- 28 H0427 Plan layouts of facilities
- 29 H0428 Review budget requirements
- 30 H0431 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes
- 31 H0433 Write job or position descriptions
- 32 H0434 Write staff studies, surveys, or routine reports, other than training or inspection report
- 33 H0435 Write or indorse civilian performance appraisals
- 34 H0436 Write or indorse military performance reports
- 35 H0437 Write recommendations for awards or decorations
- 36 H0438 Write replies to inspection reports
- 37 I0440 Brief personnel concerning training programs or matters
- 38 I0443 Conduct on-the-job training (OJT)
- 39 I0444 Counsel trainees on training progress
- 40 I0445 Determine training requirements
- 41 I0453 Evaluate progress of trainees
- 42 I0455 Maintain training records or files
- 43 J0465 Initiate requests for TDY orders

0008 ST0125 - Training Task Module

- 1 I0439 Administer or score tests
- 2 I0441 Complete student entry or withdrawal forms
- 3 I0442 Conduct formal course classroom training
- 4 I0446 Develop formal course curricula, plans of instruction (POIs), or specialty training standards (STSs)
- 5 I0447 Develop training programs, plans, or procedures
- 6 I0448 Develop written tests
- 7 I0449 Develop or procure training materials or aids
- 8 I0450 Establish or maintain study reference files
- 9 I0451 Evaluate training methods or techniques of instructors
- 10 I0452 Evaluate effectiveness of training programs, plans, or procedures
- 11 I0454 Inspect training materials or aids for operation or suitability
- 12 I0456 Personalize lesson plans

0009 GP0002 - Claims Processing Task Module

- 1 F0284 Adjudicate claims
- 2 F0287 Assemble claims files
- 3 F0288 Assemble investigative files on potential claims
- 4 F0289 Assert carrier recovery claims
- 5 F0292 Brief claimants on claims filing procedures
- 6 F0293 Conduct claims briefings for potential claimants
- 7 F0294 Conduct claims inspections
- 8 F0295 Conduct claims investigations
- 9 F0297 Determine chapter for claims
- 10 F0298 Determine claims jurisdiction
- 11 F0303 Input data into Armed Forces Claims Information Management System (AFCIMS)
- 12 F0305 Maintain potential claims files
- 13 F0308 Perform follow-up actions on carrier recovery claims
- 14 F0310 Perform follow-up actions on incomplete mail-in claims
- 15 F0311 Perform follow-up actions on personnel claims
- 16 F0314 Prepare carrier recovery claims for set offs
- 17 F0315 Prepare claimant instruction packets
- 18 F0316 Prepare claims for transmittal
- 19 F0317 Prepare claims inspection memorandums
- 20 F0318 Prepare claims labels
- 21 F0319 Prepare DD Forms 1131 (Cash Collection Voucher)
- 22 F0320 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery)
- 23 F0325 Prepare seven-point memorandums

- 24 F0327 Prepare vouchers for payment of claims
- 25 F0328 Prepare and process unearned transportation charges
- 26 F0336 Process carrier recovery claims for settlements
- 27 F0337 Process carrier recovery insurance claims
- 28 F0339 Process claims payment vouchers
- 29 F0341 Process federal tort claims
- 30 F0346 Process nonappropriated funds claims
- 31 F0347 Process personnel claims, other than for clothing
- 32 F0348 Process personnel clothing claims
- 33 F0358 Review payments from claimants' insurers
- 34 F0360 Suspend claims actions, such as salvage turn-ins or carrier recoveries
- 35 F0361 Suspend payment vouchers
- 36 F0362 Transfer claims using AFCIMS
- 37 F0363 Verify that client is proper claimant

0010 ST0276 - Claims Process Management Task Module

- 1 F0285 Analyze claims management data listings or reports
- 2 F0286 Annotate claims funds logs
- 3 F0304 Maintain claims funds logs
- 4 F0329 Prepare or review claims activity reports
- 5 F0356 Review completed claims files prior to payment

0011 ST0214 - Claims Investigation Task Module

- 1 F0296 Coordinate claims with other investigative agencies
- 2 F0299 Develop claims checklists
- 3 F0301 Follow up on other investigative agencies' investigations
- 4 F0323 Prepare requests for assistance from other agencies for claims administration inspections
- 5 F0352 Procure statements in support of claims
- 6 F0359 Review security forces blotters for potential claims

0012 ST0144 - Government Claims Task Module

- 1 F0290 Assert government (G) claims
- 2 F0307 Perform follow-up actions on G claims
- 3 F0313 Prepare briefs on potential claims of major accidents or incidents
- 4 F0342 Process G claims

0013 ST0391 - Personnel Injury Claims Task Module

- 1 F0291 Assert hospital recovery claims
- 2 F0302 Follow up on personal injury questionnaires
- 3 F0309 Perform follow-up actions on hospital recovery claims
- 4 F0322 Prepare requests for completion of personal injury questionnaires
- 5 F0343 Process hospital recovery claims
- 6 F0354 Review AF Forms 1488 (Daily Log of Patients Treated for Injuries) for potential claims
- 7 F0355 Review AF Forms 438 (Medical Care Third Party Liability Notification) for potential claims

0014 ST0180 - Security Task Module

- 1 J0461 Establish or maintain accountability records for classified materials or documents
- 2 J0462 Identify and report suspected security compromises
- 3 J0463 Initiate classified reports, messages, or documents
- 4 J0466 Inventory classified materials or documents

0015 ST0249 - Article 15 Task Module

- 1 C0103 Brief organizations on Article 15, UCMJ, procedures
- 2 C0104 Complete Article 15, UCMJ, processing checklist procedures
- 3 C0122 Edit AMJAMS products
- 4 C0124 Input AMJAMS data on computers
- 5 C0125 Maintain suspense logs for Article 15, UCMJ, actions
- 6 C0126 Monitor offenses to ensure timely initiation of Article 15, UCMJ, actions
- 7 C0132 Obtain Article 15, UCMJ, supportive evidence
- 8 C0144 Prepare punishment recommendations to commander concerning Article 15, UCMJ, actions
- 9 C0154 Prepare or review Article 15, UCMJ, appeal actions
- 10 C0155 Prepare or review Article 15, UCMJ, appellate actions
- 11 C0156 Prepare or review Article 15, UCMJ, base activity reports
- 12 C0157 Prepare or review Article 15, UCMJ, decision letters
- 13 C0158 Prepare or review Article 15, UCMJ, mitigation actions
- 14 C0159 Prepare or review Article 15, UCMJ, punishments
- 15 C0160 Prepare or review Article 15, UCMJ, remission actions
- 16 C0161 Prepare or review Article 15, UCMJ, setting aside actions
- 17 C0162 Prepare or review Article 15, UCMJ, suspension actions

- 18 C0163 Prepare or review Article 15, UCMJ, vacation actions
- 19 C0188 Process Article 15, UCMJ, appeal actions
- 20 C0200 Process supportive documentation for appropriateness of Article 15, UCMJ, actions
- 21 C0202 Process and distribute completed Article 15, UCMJ, actions, other than appeal actions
- 22 C0218 Review completed Article 15, UCMJ, actions for administrative accuracy and legal sufficiency
- 23 C0219 Review completed Article 15, UCMJ, AMJAMS inputs
- 24 C0233 Transmit Article 15, UCMJ, actions using AF Forms 1373 (MPO Document Control Log - Transmittal)

0016 ST0177 - Court Martial Task Module

- 1 C0099 Arrange for authentication of records of
- 2 C0105 Complete court-martial processing checklist procedures
- 3 C0108 Coordinate with commanders on preferral of charges on pretrial confinees
- 4 C0109 Coordinate with confinement authorities or unit personnel on serving of court decisions on accused
- 5 C0110 Coordinate with trial counsel or unit personnel on serving of charges on accused
- 6 C0111 Coordinate witness fundings
- 7 C0112 Copy records of trial
- 8 C0116 Distribute AF Forms 1359 (Report of Results of Trial)
- 9 C0117 Distribute court-martial orders
- 10 C0118 Distribute court-martial records of trials to reviewing authorities
- 11 C0121 Draft charges and specifications for court-martial actions
- 12 C0127 Monitor pretrial restraint or post-trial confinement
- 13 C0131 Notify participants of courts-martial or boards
- 14 C0134 Prepare administrative hold or release letters
- 15 C0138 Prepare courtrooms for proceedings
- 16 C0140 Prepare documentation for excess leave
- 17 C0141 Prepare findings worksheets
- 18 C0143 Prepare notification documents of court-martial results for Defense Finance and Accounting Service (DFAS) and AFPC
- 19 C0145 Prepare releases for court-martial or board members
- 20 C0147 Prepare trial folders
- 21 C0148 Prepare witness payment vouchers
- 22 C0149 Prepare or review AF Forms 304 (Request for Appellate Defense Counsel)
- 23 C0150 Prepare or review AF Forms 65 (Transmittal of Court-Martial)
- 24 C0151 Prepare or review amendments to court-martial convening orders
- 25 C0166 Prepare or review court-martial actions of convening authorities
- 26 C0168 Prepare or review court-martial convening orders
- 27 C0169 Prepare or review court-martial data sheets

- 28 C0170 Prepare or review court-martial promulgating orders
- 29 C0171 Prepare or review DD Forms 453 (Subpoena for Court-Martial Witness)
- 30 C0173 Prepare or review DD Forms 458 (Charge Sheet)
- 31 C0174 Prepare or review DD Forms 497 (Confinement Order)
- 32 C0177 Prepare or review discovery requests
- 33 C0178 Prepare or review endorsements referring charges to Article 32, UCMJ, investigating officers
- 34 C0179 Prepare or review invitational travel orders
- 35 C0180 Prepare or review letters concerning submission of matters to convening authority
- 36 C0182 Prepare or review proposed court-martial member lists
- 37 C0185 Prepare or review Staff Judge Advocate advice, reviews, or recommendations
- 38 C0187 Prepare or review supplementary court-martial orders
- 39 C0189 Process Article 32, UCMJ, investigations
- 40 C0191 Process court-martial orders
- 41 C0192 Process court-martial promulgating orders
- 42 C0194 Process discovery requests
- 43 C0195 Process documentation for excess leave
- 44 C0196 Process post-trial materials submitted by accused
- 45 C0197 Process pretrial agreements
- 46 C0198 Process releases for court-martial or board members
- 47 C0201 Process witness payment vouchers
- 48 C0203 Procure convening authority approval of expert witnesses
- 49 C0204 Procure court-martial or board members
- 50 C0206 Procure physical evidence for trials
- 51 C0207 Procure and brief individuals for bailiff duties
- 52 C0208 Request civilian witnesses for courts-martial
- 53 C0209 Request extracts of investigations, such as Office of Special Investigation (OSI) reports
- 54 C0210 Request military judges
- 55 C0211 Request military witnesses for courts-martial
- 56 C0212 Request records of prior disciplinary actions
- 57 C0213 Request reports on individual personnel (RIPs)
- 58 C0214 Request witness fundings
- 59 C0215 Research charges and specifications for court-martial actions
- 60 C0216 Review allied papers for insertion in records of trial
- 61 C0217 Review charge sheets for completeness
- 62 C0220 Review court-martial or board member information
- 63 C0223 Review general or special court-martial orders for administrative accuracy and legal sufficiency
- 64 C0224 Review records of trial by courts-martial for administrative accuracy and legal sufficiency
- 65 C0225 Review RIPs for courts-martial
- 66 C0226 Review security forces blotters for potential disciplinary actions
- 67 C0230 Serve records of trial on accused

- 68 C0231 Serve subpoenas on witnesses
- 69 C0232 Suspense or follow up on military justice actions
- 70 C0234 Verify availability of court-martial or board members
- 71 E0267 Assemble documentation for Article 32, UCMJ, investigations
- 72 E0271 Assemble records of trials
- 73 E0277 Prepare or review flimsies
- 74 E0278 Procure photographs of physical evidence

0017 ST0181 - Appeals Administration Task Module

- 1 C0100 Arrange for service appellate court decisions on accused
- 2 C0101 Arrange for supervisory reviews of summary court-martial records of trials
- 3 C0128 Monitor status of excess leave personnel
- 4 C0229 Serve appellate court decisions on accused

0018 ST0172 - Defense Support Task Module

- 1 D0238 Establish eligibility of clients for defense services
- 2 D0239 Gather investigative materials
- 3 D0240 Maintain defense counsel case dockets
- 4 D0243 Prepare or review case witness statements
- 5 D0244 Prepare or review client assistance records
- 6 D0245 Prepare or review client responses for discharge actions
- 7 D0246 Prepare or review client statements
- 8 D0257 Prepare or review requests for delay actions

0019 ST0183 - Defense Appeals Task Module

- 1 D0247 Prepare or review DD Forms 1722 (Request for Trial Before Military Judge Alone)
- 2 D0255 Prepare or review pretrial agreements
- 3 D0256 Prepare or review requests for deferment of confinement
- 4 D0258 Prepare or review requests for discharge or resignation in lieu of courts-martial
- 5 D0259 Prepare or review requests for individual military defense counsel
- 6 D0261 Prepare or review responses to Staff Judge Advocate recommendations

0020 ST0194 - Court Reporting Task Module

- 1 E0274 Maintain court reporter logs
- 2 E0279 Record proceedings
- 3 E0281 Transcribe proceedings
- 4 E0282 Transcribe summarized records of trials
- 5 E0283 Transcribe verbatim records of trials

0021 ST0234 - Petitions Task Module

- 1 D0252 Prepare or review petitions for new trials
- 2 D0253 Prepare or review petitions for re-hearings
- 3 D0254 Prepare or review petitions for reviews by courts of military appeals
- 4 D0262 Prepare or review withdrawals of petitions for reviews

0022 ST0323 - International Law Task Module

- 1 G0366 Brief accused or unit personnel on international hold requirements or international law case requirements
- 2 G0369 Coordinate matters of international law or status of forces agreements with local authorities
- 3 G0370 Determine jurisdiction of cases under status of forces agreements
- 4 G0378 Prepare or review case files on individuals charged in foreign courts
- 5 G0380 Prepare or review foreign criminal jurisdiction reports
- 6 G0382 Prepare or review official duty certificates
- 7 G0384 Prepare or review requests for, or responses to, waiver of host jurisdiction

0023 GP0004 - Foreign Civilian Jurisdiction Task Module

- 1 G0368 Conduct service of processes
- 2 G0371 Prepare budget contracts for foreign or tax law studies
- 3 G0374 Prepare reports on international agreements
- 4 G0375 Prepare requests or vouchers for payment of bail bond fees or other expenses
- 5 G0379 Prepare or review custody release certificates
- 6 G0381 Prepare or review notices to court prosecutors of designated trial observers
- 7 G0383 Prepare or review reports on personnel confined in foreign penal institutions
- 8 G0386 Prepare or review trial observer reports
- 9 G0387 Process solatium payments with foreign parties
- 10 G0388 Procure local national attorneys
- 11 G0391 Schedule visits to personnel confined in foreign countries

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